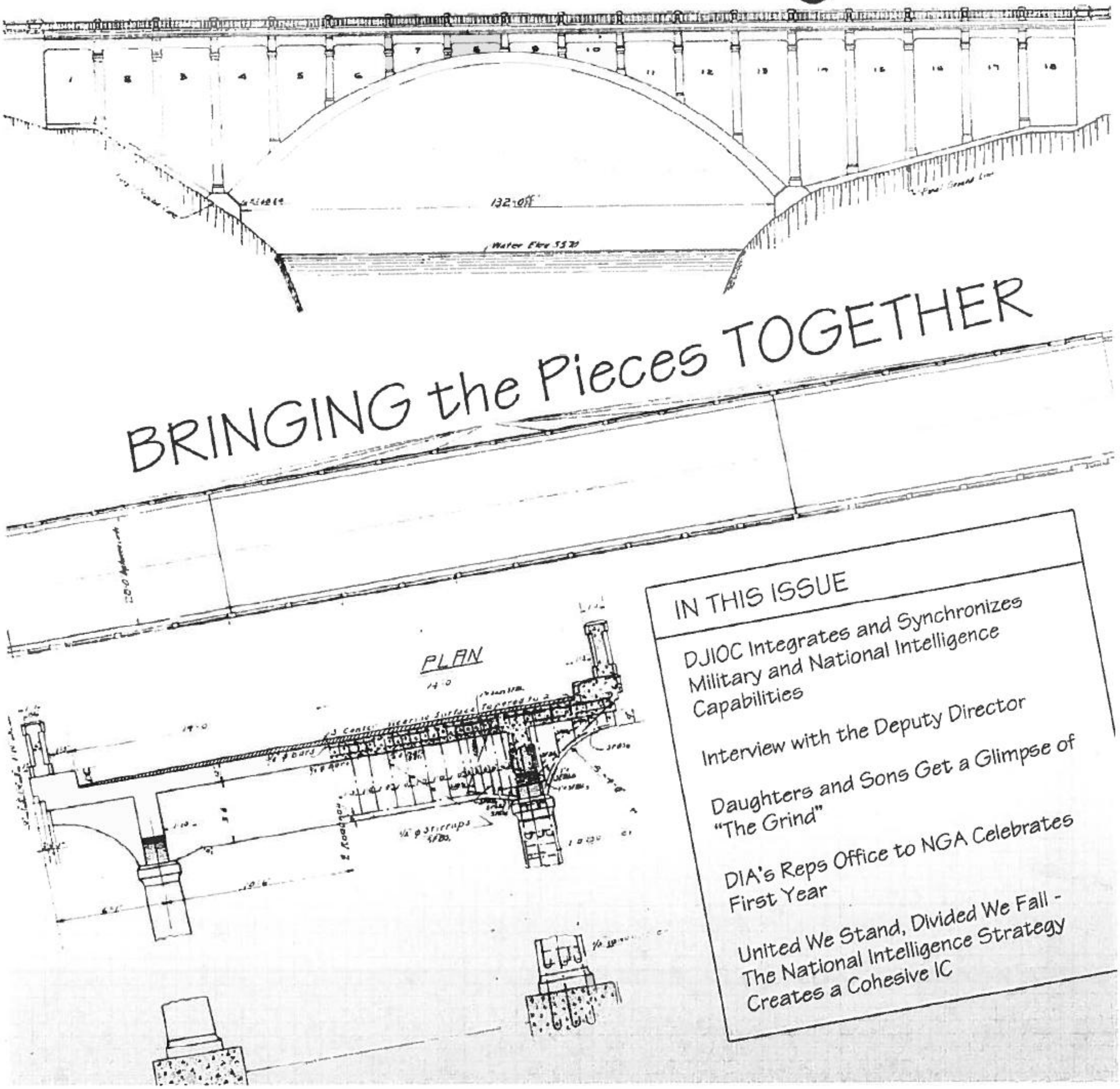
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

JULY/AUGUST 2006

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

BRIDGING Intelligence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BRINGING the Pieces TOGETHER

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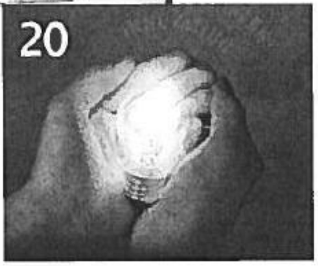

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CORRECTION

In the article that appeared in the May/June 2006 issue, "Interview with the Associate Deputy Director," Tammy Hunt's name was mistakenly misspelled.

- The Editor

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LTG Michael D. Maples
Director, DIA

Donald L. Black
Chief, Public Affairs

Jane A. McGehee
Chief, Internal Communications

Dana M. Black
Managing Editor

Katie A. Bioty
Margan A. Carlstrom
Sarah E. Mazur
Chalessa Y. White
Editorial Staff

MSgt Brian D. Nickey
Design/Layout

Enterprise Operations Data Services Division
Printing and Posting

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ARTICLE SUBMISSION DEADLINE

Nov/Dec 2006 Issue - **Oct. 13, 2006**

Standing Ovation:
Instructor INSPIRES EXCELLENCE

By LT Paul S. Eley, HC

GySgt Hope M. Brice was awarded the 2005 General Intelligence Training System (GITS) Instructor of the Year (IOY) Award May 11 at the DIAC. Brice is assigned to Marine Corps Detachment, Fort Huachuca, Ariz., under the operational control of A Company, 309th Military Intelligence Battalion, 111th Military Intelligence Brigade, U.S. Army Intelligence Center and Fort Huachuca (USAIC & FH). Brice received a personalized plaque and the director's coin for her accomplishment. Capt Alan Ramsey, commanding officer, Marine Corps Detachment, Fort Huachuca, accepted the unit plaque on behalf of USAIC & FH.

Top - LTG Michael Maples presents the Instructor of the Year plaque to GySgt Hope Brice.

Below - John Allison, GySgt Brice, Capt Ramsey and LTG Maples.

Photos by SSgt Jera T. Stubblefield, DA

LTG Michael Maples and John Allison, deputy director for human capital, presented the award during the Spring 2006 General Intelligence Training Council (GITC) conference. Allison referenced the critical role that trainers play in establishing a foundation for the future success of analysts and collectors. He also singled out Brice's accomplishments, including delivering more than 1,000 hours of advanced Morse training, achieving a 0 percent student attrition rate and spending 200-plus hours in course development during 2005. Additionally, Brice has been lauded in course critiques for her inspirational presentation style. This was evident by the standing ovation following her comments to the GITC.

The IOY Award was introduced by GITS in 1989 to recognize the outstanding service and dedication of Department of Defense (DOD) intelligence instructors. The GITS community is made up of representatives of the military services and their intelligence schools, training facilities of the combatant commands, the National Geospatial-Intelligence College and DIA's Joint Military Intelligence Training Center. GITS members work collectively to ensure general intelligence training excellence throughout DOD.

Innovative INITIATIVES ENHANCE COR Program

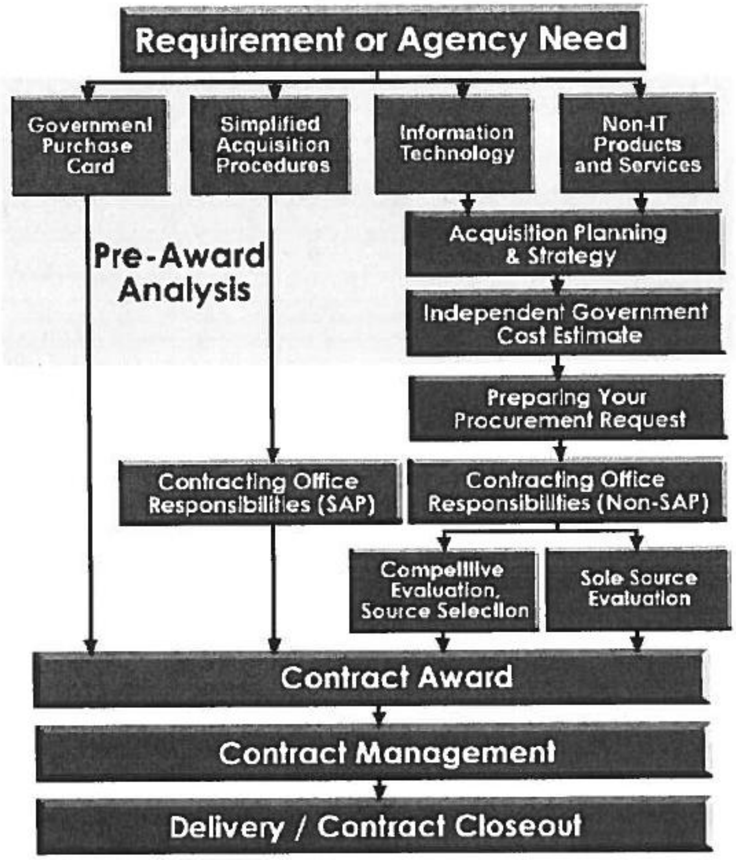
By Christian M. Hinkie, AE

The vision of the Office of the Acquisition Executive (AE) – to be a world class acquisition and contracting organization that enjoys a reputation for outstanding employee satisfaction and customer support – has directly translated into the revamping of the Contracting Officer's Representative (COR) Program at DIA. In particular, empowering CORs with effective training, easily accessible tools and valuable resources has become a top priority for AE during the past year. While there have been many improvements, some challenges still remain — though they are being addressed by actively soliciting feedback from CORs and by using both innovation and technology.

Beginning Oct. 1, 2005, the COR Program at DIA underwent significant changes in an attempt to accomplish three goals: improve and standardize COR training; create and improve online COR knowledge management resources; and implement an effective COR outreach program.

First, AE recognized the value of creating standardized training requirements for all CORs at DIA. AE adopted a training curriculum that includes two courses: COR with a Mission Focus and Acquisition Ethics. In addition to providing each COR with this standard training baseline, both courses are online at the Defense Acquisition University's (DAU) Web site and are of no cost to the government. The COR with a Mission Focus course may be taken only once for credit, however it may always be used for reference. The Acquisition Ethics course must be taken annually. AE is currently working with the Office of the General Counsel (GC) to move the Acquisition Ethics course from the DAU Web site to the Joint Intelligence Virtual University Web site to make it easier for DIA employees to complete this

DIA ACQUISITION ROADMAP


Requirement or Agency Need
Government Purchase Card
Simplified Acquisition Procedures
Information Technology
Non-IT Products and Services
Pre-Award Analysis
Acquisition Planning & Strategy
Independent Government Cost Estimate
Preparing Your Procurement Request
Contracting Office Responsibilities (SAP)
Contracting Office Responsibilities (Non-SAP)
Competitive Evaluation, Source Selection
Sole Source Evaluation
Contract Award
Contract Management
Delivery / Contract Closeout

annual requirement. Additionally, AE is beginning an optional, in-class "Part B" COR course to supplement the online training for those who would like a more personal training experience.

> "The COR Program at DIA underwent significant changes in an attempt to accomplish three goals: improve and standardize COR training; create and improve online COR knowledge management resources; and implement an effective COR outreach program."

Some may ask, "Why did AE institute this radically different venue for training delivery?" Many say in-class sessions make for an easier learning experience and we tend to agree.

Unfortunately, the reality was that because of the tempo of operations of contracting needs, the conflicting priorities placed on prospective CORs' time, and the lack of consistent, proactive efforts by many prospective CORs to be trained before their contract actions were awarded, the issuance of waivers to allow individuals to perform COR responsibilities without the necessary training became the rule rather than the exception. This waiver process left the agency at significant risk. To address the root causes of this problem, AE needed a more flexible training medium than classroom training. The DAU courses provided that flexibility through their unclassified, Web-based nature while providing a comprehensive list of COR training topics.

Second, AE has created numerous online resources aimed at helping CORs to better understand their responsibilities and to provide practical assistance to challenges frequently encountered by CORs. The first COR Desk Book was created, detailing policies, procedures, requirements, responsibilities and standards of conduct.

Additionally, all COR policies, guidance and forms are now stored online under the "Roadmap" link on the AE's Web site. There is also a frequently asked questions section that was created using real questions from DIA CORs. The online Acquisition Roadmap Web site provides a broad overview of the entire acquisition process and addresses other related topics that provide helpful information to CORs, program managers and other members of the acquisition work force.

Third, AE is in the process of implementing an effective COR outreach program. One example of this effort is the solicitation of feedback from CORs on a regular basis. In addition to distributing surveys via e-mail after COR townhalls, surveys are also being sent out on a semiannual basis. A midfiscal year 2006 survey was recently distributed and approximately 90 CORs responded with feedback. In response, AE is developing creative solutions to address the problems identified. On July 25, AE hosted a COR townhall to address the issues and concerns communicated through the survey and to offer a forum in which CORs could ask their questions to AE leadership. AE will also be instituting COR brown-bag sessions so that personnel can gather in a less formal environment to share stories and lessons learned.

Reaction from many CORs on these initiatives has been positive. One COR stated, "The COR Program provides a set of standards and opportunities to 'professionalize' the contract management process – a big positive!" Another COR declared, "It is good to see more initiative being put in place to make employees aware of what their role involves as a COR."

For more information on the COR program, please visit AE's Web site at *http://ae.dia.ic.gov*, as well as the online Acquisition Roadmap at *http://diacapp12.dia.ic.gov/arm/Roadmap.htm*.

Post of the Month:
U.S. Defense Attaché Office LISBON

By the Directorate for Human Intelligence, DH

Location: Lisbon, Portugal

Population Size: 10,566,212

Primary Language: Portuguese

Basic Greeting: Bom dia (bohn dee ah)/Boa tarde (bo ah tahrd) - good morning/good afternoon

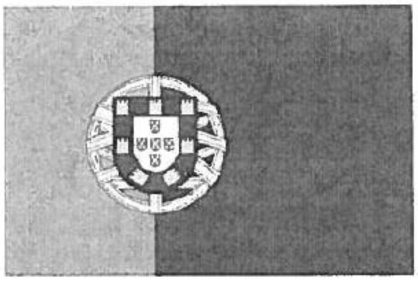
Post Highlights

Lisbon has a very rich history and is often compared to Rome. It has been inhabited by Phoenicians, Romans, Visigoths and Moors. The architectural building styles, place names and street names reflect the centuries-long list of the different cultures that have lived here. Like Rome and other cities, Lisbon was built on seven hills. The city lays claim to some of the best restaurants in Europe, as well as multiple shopping areas and business districts. The embassy is located in an area of Lisbon called Sete Rios, Seven Rivers, with easy access to many interesting points in the city.

Host Country Highlights

Portugal is ideally located for immediate access to the Maghreb and Sub-Saharan Africa. In addition to ports at Lisbon and Setubal, it also has a deep water port at Sines, south of Lisbon. Politically, Portugal maintains excellent diplomatic and business relationships throughout many countries in Africa and their ties with Portuguese-speaking Lusophone, Africa facilitate U.S. trilateral opportunities. Proximity and sound diplomatic ties make Portugal a good base to expand on the Mediterranean dialogue.

Lajes Air Base is a key refueling station for U.S. military aircraft and is likely to remain so for the foreseeable future. Lajes is a Portuguese air force base, where we have a tenant relationship. We have had outstanding cooperation and support from Portugal in their processing of our over flight and landing requests. These flights are critical to the European theater of operations as well as direct support to operations in Iraq and Afghanistan. Although not a NATO base, use of Lajes represents one of Portugal's major contributions to common security objectives at a relatively low cost to Portugal's military.



Operational Highlights

U.S. Defense Attaché Office (USDAO) Lisbon enjoys excellent relations with our Portuguese

counterparts. From both the political and military aspects, the Portuguese are always open to frank discussions on issues of mutual interest and consider their relationship with the U.S. a very important priority matter. Key goals of USDAO Lisbon's mission are the continuing use of the air base, developing new means of trilateral cooperation and engagement in Africa through the Portuguese Ministry of Defense, processing over flight clearances – USDAO processes between 600-800 per month – and fostering a military-to-military relationship, which furthers Portuguese participation in the Global War on Terrorism.

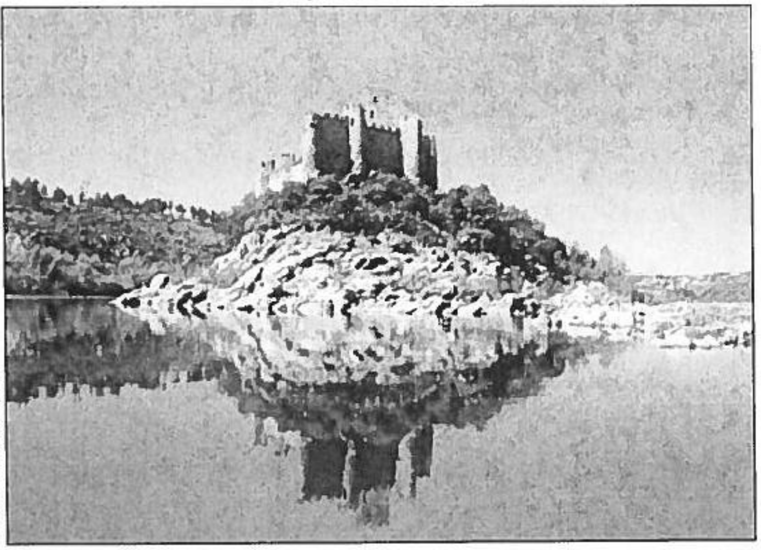


Photo submitted by DH

The Castle Almourol in Vila Nova da Barquinha. The castle was constructed in the third century and sits on a tiny island in the middle of the Tagus River.

The military remains keen on transformation, which has proven difficult to obtain given the low threat security environment in Portugal. The public does not perceive a present or direct threat. Also, defense spending is a low priority in a weak economy with heavy social programs. A country of 10 million, Portugal maintains a force of about 40,000, which is dramatically lower than the 300,000 the country maintained during the colonial period. The country works hard to maintain its contribution to NATO force structures. Although strapped for cash, the Portuguese have troops deployed to the following areas: Iraq, Afghanistan, Bosnia, Kosovo and throughout Africa. Portugal also maintained a 128-man paramilitary force in Iraq until this past February.

Recent U.S. VIP visits to Lisbon include former Chairman of the Joint Chiefs of Staff and Secretary of State Colin Powell in December. Powell, who was on a private speaking engagement, also had lunch with the U.S. ambassador and the Portuguese minister of defense before visiting the embassy and greeting embassy employees. Recent ship visits have included the aircraft carrier USS Carl Vinson, the Coast Guard Eagle and the fast-attack submarine USS Miami.

A Sneak Peak Into DHMO

The InterComm staff spoke with Stephen Norton, the chief of the Defense HUMINT Management Office (DHMO), about the role and responsibility of DHMO. This is an excerpt of his interview, which will run in full in the Aug. 28 InterComm.

InterComm: *Would you elaborate on some of DHMO's accomplishments?*

Mr. Norton: As the enterprise was established and started growing, there was a need for training. The Defense HUMINT Training Board is evaluating human intelligence (HUMINT) training and examining who we're training, how we train and where we train.

In regard to policies and procedures, I think the major accomplishment is that our Defense HUMINT Procedure Manuals have been redrafted and are off for coordination with the Department of Defense HUMINT executors.

InterComm: *What role do you think DHMO plays in the transformation of defense intelligence?*

Mr. Norton: We are limited to the HUMINT side such as technologies, training, deconflicting operations and disseminating policies and procedures. So, when you talk about remodeling defense intelligence construction and defense intelligence, we have a very important piece when it comes to HUMINT.

We've Come a LONG WAY, Baby!

DIA's Reps Office to NGA Celebrates FIRST YEAR

By Christine McKeown, CE

In June 2005, the first DIA Executive Representative's Office to the National Geospatial-Intelligence Agency (NGA) was stood up. For those first 30 days, I was alone to answer telephones, set up computer connectivity, unpack boxes and hold courtesy calls with the NGA director, deputy director and other senior leadership. I also met my new NGA counterpart, Bill Henry, chief of the NGA Support Team at DIA. By mid-July, Larry Danforth reported as the deputy and we declared full-operational capability in August. In January, our staff was complete when Ann Saxena joined us as the staff assistant.

As we attended the farewell ceremonies for departing NGA director, retired Lt Gen James Clapper, in June 2006, we looked back in retrospect and realized how much progress DIA and NGA have made together during the past year. We have come a long way!

Our most immediate challenges in regard to standing up the new office were establishing computer connectivity with DIA, hiring a staff assistant and finding appropriate office space at NGA headquarters in Bethesda, Md. While NGA provided us full access to their in-house NGANet, this did not give us resident access to our DIA e-mail accounts. Ultimately, through the ingenuity of DIA's information technology operations and their NGA counterparts, we not only established full DIA JWICS desktop capability, but avoided a cost of $100,000 in the process.

Photo by Larry Franklin, NGA

Chris McKeown, DIA executive representative to NGA, and her staff celebrate the office's first anniversary. Left to right: Ann Saxena, McKeown and Larry Danforth.

As for office space, we initially moved into a lavish office suite, formerly occupied by NGA's General Counsel. Unfortunately, the floor was not a sensitive compartmented information facility, nor was it wired for secure telephone service to DIA. Nonetheless, we planted the DIA flag outside of our door, joining our Commonwealth counterparts who had their flags stationed in the same corridor. NGA offered to build out a new office suite for us on a different floor that had all of the amenities that we needed, plus more office space and a location next to the National Security Agency representative to NGA. We moved into our new office suite in December and held a ribbon-cutting ceremony that was officiated by then acting DIA Deputy Director Bill Huntington and Clapper.

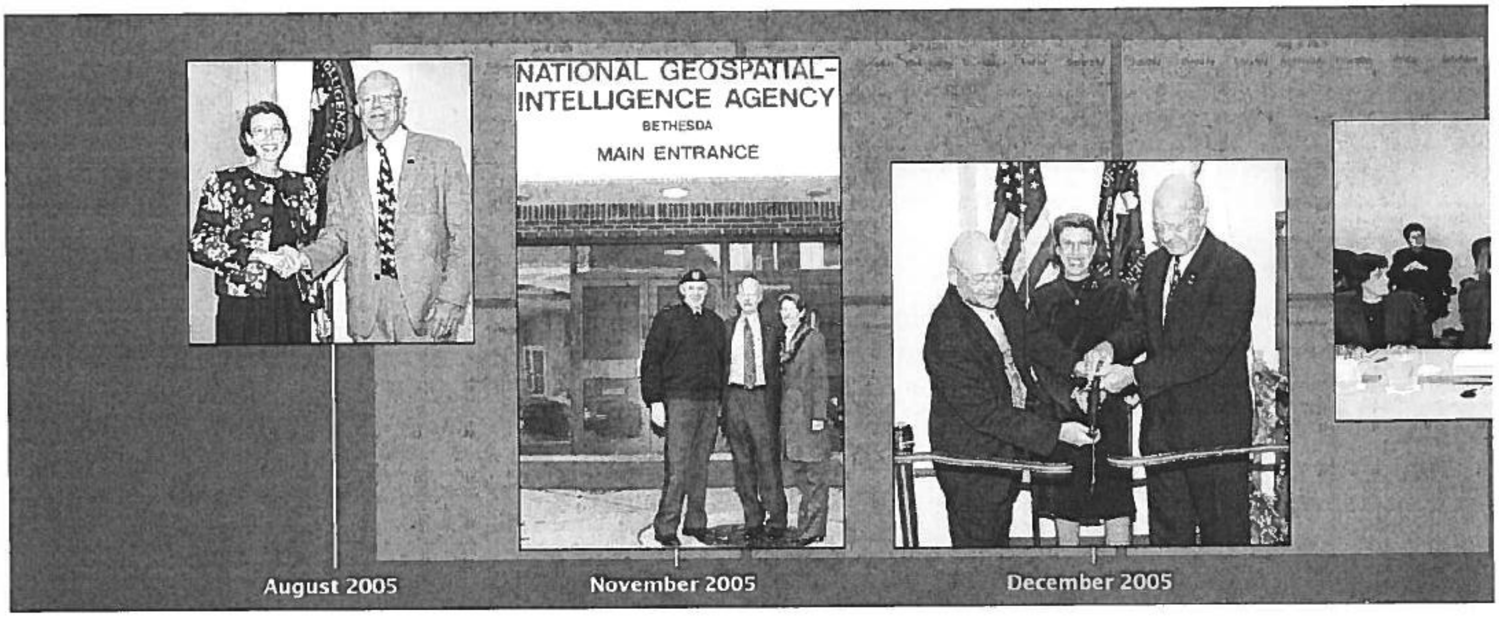
> "Our challenge, as we look ahead, is to keep building on the foundation that we have laid since we stood up the office a year ago."

One of our first major accomplishments was a visit in November by the new DIA director, LTG Michael Maples, to NGA's headquarters for a one-on-one meeting with Clapper. This visit set the tone for strengthening the relationship between DIA and NGA. Maples expressed interest in re-establishing quarterly leadership meetings with NGA. He also got an appreciation for the access that Clapper gave us to NGA's senior leadership and "all things NGA." This access made it easy for our office to interact at the highest levels of NGA's leadership and was instrumental in improving strategic communications between the two agencies.

We achieved a significant milestone in March, when DIA hosted the first DIA-NGA Leadership Quarterly Meeting in several years. Nearly three dozen DIA and NGA leaders gathered in the DIAC to chart the future partnership between the two agencies. We continued to build on the momentum in June when the NGA director reciprocated and hosted DIA for Clapper's final DIA-NGA Leadership Quarterly Meeting. Maples presented Clapper with the Defense Intelligence Director's Award and commented that DIA will continue to build on the cooperation after Clapper departs NGA.

So what else have we accomplished in the past year? Here are some examples:

- Endorsed three strategic initiatives between DIA and NGA to establish mutually beneficial joint activities: 1) Enhance geospatial intelligence (GEOINT) support to all-source operations 2) Augment interaction between human intelligence (HUMINT) and GEOINT 3) Build on the strategic partnership.
- Observed the growth of NGA's support to all-source operations. Henry leads more than 170 NGA imagery and geospatial analysts as well as supporting personnel integrated at eight DIA locations.
- Promoted "NGA Day at DIA" at the DIAC in April, which was hosted by the NGA Support Team to DIA to demonstrate NGA's capabilities and explore new areas for partnership.
- Built bridges between GEOINT and HUMINT so that GEOINT is facilitating the



HUMINT collector's job and is enhancing reporting accuracy and timeliness.

- Assisted in the completion of a joint Program Objective Memorandum submission for the fiscal year 2008-2012 program to expand NGA's footprint in DIA's Directorate for Human Intelligence (DH).

- Encouraged the DIA and NGA chief information officers to establish a joint information technology forum and identify five high-priority projects to work on.

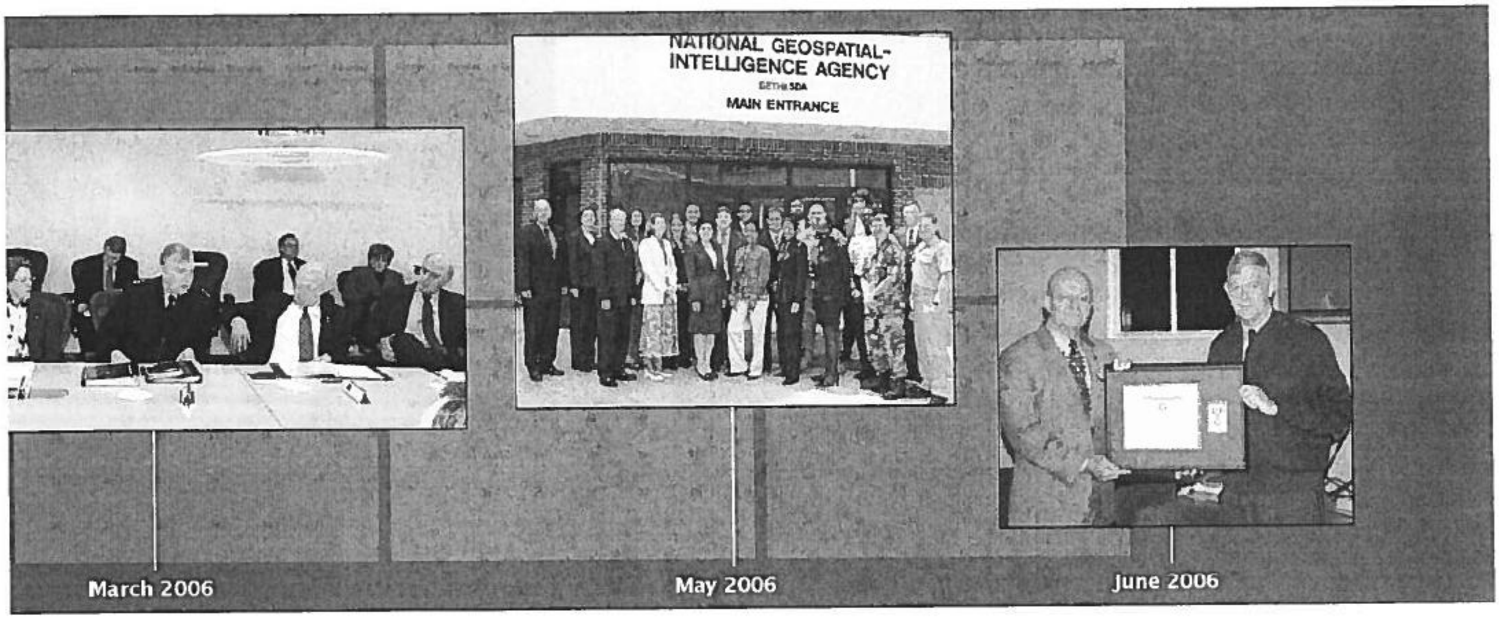
- Hosted a visit by DIA's Tomorrow's Intelligence Professionals class to NGA for the first time and created a DIA block of instruction in NGA's monthly new employee orientation course.

- Traveled to NGA's "West" campus in St. Louis – where roughly one-third of NGA is located – to introduce DIA seniors to NGA analysts supporting DIA efforts from there.

- Introduced the new DIA Science and Technology ambassador, Col Pam Hodge, of DIA Directorate for MASINT and Technical Collection (DT), to NGA's InnoVision Directorate for a one-year "ambassadorship."

What does the future hold for the DIA and NGA partnership? The relationship between the two agencies is at an all-time high and collaboration between senior leadership is setting a high standard for DIA's relationships with our other intelligence community partners. During the next few months, NGA will transition to a new senior leadership team with a new director, deputy director, business executive – DIA chief of staff equivalent – and director for analysis & production. DIA is also going through its own leadership changes with a new deputy director, Letitia Long, and deputy director for analysis, Robert Cardillo, who is from NGA, in addition to the establishment of the Defense Joint Intelligence Operations Center (DJIOC) and new relationships with the combatant commands.

Our challenge, as we look ahead, is to keep building on the foundation that we have laid since we stood up the office a year ago. We cannot do it alone – we need the support of each and every one of you to reach out to your NGA counterparts and build a collaborative relationship. Our job is to help you identify and meet your counterparts and facilitate the partnership. Working together we will establish more joint activities that are mutually beneficial and create new and better intelligence for the nation. Thanks for your support of the DIA-NGA partnership!



DJIOC INTEGRATES and SYNCHRONIZES Military and National Intelligence Capabilities

By LTC Barry Harris, DJIOC

In April, Secretary of Defense Donald Rumsfeld signed an execute order officially establishing the Defense Joint Intelligence Operations Center (DJIOC). DJIOC integrates and synchronizes traditional intelligence practices that emphasize single-discipline approaches – such as geospatial intelligence, human intelligence and signals intelligence – and it fundamentally changes the way defense intelligence will provide support to its primary customer, the combatant commander. Ultimately, DJIOC will achieve unity of effort and drive more agile and responsive intelligence operations across the Department of Defense (DOD). DJIOC achieved initial operational capability April 3 and will achieve full operational capability no later than Dec. 31, 2007.

DJIOC is part of an overarching JIOC enterprise. The overall intent and objective of the JIOC enterprise is to create an interdependent operational intelligence capability at the DOD, combatant command and operational levels. This enterprise will enable the integration of global awareness with local precision – intelligence and operation functions integrated at the tactical, operational and strategic level that can reach back to collaborative intelligence collection and analytical capabilities within the defense and national domains. The desired outcome of this initiative is the integration of intelligence, operations and plans to increase the speed, power and combat effectiveness of DOD operations.

Structure

In the near future, DJIOC will have a regional focus oriented on the combatant commands. Three regional divisions will each have identical functions such as operations, mission assurance, exercises, intelligence campaign planning, global force management and command and control. The divisions will be responsible for multiple combatant commands and will work closely with the Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR) to provide direct support to the commands.

The fourth division, the Strategy and Policy Division, will provide recommendations, analysis and assistance to the DJIOC leadership for policy and capabilities development, governance, and program implementation and evaluation in order to prepare, integrate, assess, advocate and manage defense intelligence operations. This organizational structure is designed to optimize the achievement of the assigned tasks and

facilitate the flow of relevant information within DJIOC, the JIOC enterprise and with customers, mission partners and decision-makers. This will achieve unity of effort throughout the global battle space and allow effective application of intelligence capabilities.

Collaboration Representatives

DJIOC will have representatives from selected national, defense and partnership organizations, such as the Office of the Director of National Intelligence (ODNI). The ODNI representative will ensure that interagency and national-level capabilities, priorities and plans are integrated and leveraged into defense intelligence operations and are coordinated with both ODNI representatives at the combatant command JIOCs and within the DJIOC operational construct. The ODNI representative also serves as the lead integrator of other interagency collaboration representatives resident within DJIOC, such as CIA, FBI and the Department of State. The execute order directed the four services and combat support and defense agencies to assign or attach personnel to DJIOC. In addition, representatives of individual partner, allied and coalition nations will complement DJIOC operations, when appropriate.

Defense JIOC Forward Elements

In April, the director signed a memorandum re-designating DIA forward elements as Defense JIOC Forward Elements (DFE). These elements are co-located with, and operate in direct support of, the respective combatant command JIOC to assist in translating command intelligence needs into requirements for defense and/or national-level capabilities and intelligence support. The DFE chief works closely with the combatant command's ODNI representative and other direct support intelligence personnel and groups – JFCC-ISR, combat support agencies, analysts and collection managers – to operate as a cohesive joint mission management team in support of the command's operational objectives and defense intelligence requirements.

DJIOC and JFCC-ISR Relationship

To facilitate horizontal integration, JFCC-ISR is co-located with DJIOC on the sixth floor of the DIAC. JFCC-ISR works collectively with DJIOC and the Directorate for MASINT and Technical Collection's Office for Collection Management to synchronize the use of DOD assets in concert with national and service ISR efforts, and to evaluate the effective global use of DOD ISR assets for collection operations. In addition, JFCC-ISR positions personnel and capability forward at the respective combatant command JIOCs as part of the DFE.

DJIOC Accomplishments

To date, DJIOC has established its Global Operations Center on the sixth floor of the DIAC, increased and improved interaction with JFCC-ISR, started drafting DFE guidance, and began assuming a leading role in the global force management process for intelligence. DJIOC has also initiated six of 11 functional area assessments (FAAs) – collection management, global force management, DFE DJIOC concept of operations (CONOPS), organizational structure and common operational picture. In addition, DJIOC has identified personnel for Red Team training, people who look at the "what ifs?"; established the DJIOC fiscal year 2008 through 2013 program build; increased the director's involvement in intelligence campaign planning and adaptive planning in-progress reviews to the secretary of defense; and increased the emphasis on issue planning.

Ongoing Events

In addition to FAA mentioned above, DJIOC is currently heading the integration of the intelligence community's (IC's) effort to support U.S. Pacific Command initiatives. As of June 9, the director and DJIOC's Acting Deputy Director Robert Adams have hosted 21 video teleconferences with 20 different organizations across the IC and combatant commands. Additionally, DJIOC is integrating DIA detailees into its spaces for the next 90 to 120 days until permanent personnel are hired.

Finally, Adams is conducting visits to the combatant commands in order to clearly define DJIOC's mission, update them on DJIOC's status, discuss ongoing and future events and solicit the commands' expectations of DJIOC and DFE.

The Road Ahead

DJIOC continues to move toward full operational capability. It is formally staffing its CONOPS with the combatant commands and throughout the IC; conducting visits to the remainder of the combatant commanders during July, August and September; sending personnel to Fort Leavenworth, Kan., for Red Team training; integrating senior leadership and collaborative representatives into daily operations; and conducting a DJIOC forum with the combatant commanders, DFE and CSAs during the third week in August.

Visit the DJIOC Web site on JWICS at *http://djioc.dodiis.ic.gov/* for more details and current happenings.

Adaptive Planning for SUCCESS

By Lynard "Ty" Johnson, DI

Recognizing the need to improve its planning capability, the Department of Defense (DOD) developed a new planning process to provide a range of options for the president and secretary of defense (SECDEF) to address the global threat environment. The adaptive planning (AP) process enables the rapid revision of plans to address changing strategy, threats, capabilities, or regional political and military dynamics. The intelligence portion of this is the intelligence campaign planning (ICP) process. The Contingency Support and Special Activities Division (JWS-1) has the lead within the Directorate for Analysis (DI) for coordinating the implementation of the AP and ICP processes with the Directorate for Intelligence (J2) and other DIA directorates, in addition to the undersecretary of defense for intelligence and the rest of the intelligence community (IC).

Prior to the development of the AP process in December 2003, DOD used the deliberate planning process to develop war plans. This 24-month planning cycle inhibited effective planning for short-term security challenges and threats. Plans "on the shelf" proved very difficult to adapt for situations and parameters, except those specifically used in plan development. AP provides the framework to create and revise plans, both rapidly and systematically, as circumstances require. It occurs in a networked, collaborative environment; requires the regular involvement of senior DOD leaders; and results in plans containing a range of options. At full maturity, AP will integrate situation monitoring, readiness, global-force management, intelligence, planning and execution. The new AP system will enhance the current contingency and crisis action planning. As directed by the SECDEF, the goal of the AP process is to produce new plans in one year or less.

The intent of the ICP process is to develop a methodology for synchronizing, integrating and managing all available intelligence assets with a combatant commander's plans and operations. All ICP development will be in direct support of the combatant command's base plan and approved by the combatant commanders. ICP will support operational planning timelines to ensure coordination of intelligence

capabilities, including all-source analysis and production. It is produced in conjunction with U.S. Strategic Command, which supports the global intelligence surveillance and reconnaissance (ISR) strategy.

Currently, J2-ICP and JWS-1 lead the IC development of a National Intelligence Support Plan (NISP). The NISP integrates and synchronizes national-level IC and coalition partner efforts to support the combatant commander's intelligence requirements. The ICP process requires continuous coordination and collaboration among the supported and supporting combatant commanders, the IC, and the coalition partners. This combined effort will promote unity from the theater to the national level for intelligence resources, priorities and tasks.

To manage AP/ICP implementation within DI, JWS reorganized its Contingency Support Team into geographic units in line with the Unified Command Plan. A senior intelligence analyst leads each combatant command unit, ensuring DI ICP-assigned tasks are fully integrated and implemented. JWS recognized that these efforts required a new skill set for intelligence analysts and management, and seized the initiative by assigning three intelligence officers for support. The AP Roadmap, Contingency Planning Guidance, Joint Strategic Capability Plan, and the Joint Pub 5-00.1 (Joint Doctrine for Campaign Planning) identify six specified and implied tasks DI must support during accomplishment of the four steps of AP as outlined to the right. The ICP tasks represent a continuum of intelligence activities throughout the life cycle of the plan.

JWS-1 has engaged additional resources to assist with the spiral development and implementation of DI's AP/ICP efforts. This has led to the drafting of AP/ICP business process rules that address the AP pillars of people, process, products and technology. With maturity of this process, DI will have properly trained personnel supported by appropriate collaborative systems to produce the products and services required to meet combatant command intelligence needs. JWS-1 has come forward to lead DI's ICP efforts on a number of war plans supporting multiple combatant commands simultaneously and setting the standard within DIA for success in this new planning paradigm.

AP/ICP Tasks to the IC

☐ Step I: Strategic Guidance
  - Produce, update and maintain Dynamic Threat Assessment (All Phases) *1
  - Subject matter experts support to the Strategic Guidance Statement *2

☐ Step II: Concept Development
  - Targeting support begins *3
  - NISP development begins *4
    - Intelligence Task List
    - Functional Support Plan
    - ISR Strategy

☐ Step III: Plan Development
  - Targeting support completed *3a
  - NISP completed *4a
    - Intelligence Task List
    - Functional Support Plan
    - ISR Strategy
  - Joint Planning and Execution Plan review *5

☐ Step IV: Situation awareness, execution and plan refinement (living plans)
  - Support maintenance of base plan *6
  - Support development of branch plans

* The six tasks DI supports

From CONCEPT TO EXECUTION:
Intelligence Campaign Planning

By Scott M. Reynolds, DJIOC

Intelligence campaign planning (ICP) is all about process. It is a process to focus, integrate and synchronize all intelligence and intelligence-related activities and information to support a combatant commander to meet his mission requirements for specified tasks. ICP was a process born out of concerns resulting from Operations Enduring Freedom and Iraqi Freedom.

Operations and intelligence planning were not adaptive or focused enough to support the exigencies of the situations in which we found ourselves. Because of this concern, among many others, the Office of the Under Secretary of Defense for Intelligence (OUSD(I)) was established in early 2003 under the leadership of Dr. Stephen Cambone to transform intelligence in part to solve this tremendously complex issue. After conducting a community-wide survey, OUSD(I) discovered numerous critical intelligence issues that required urgent and significant intervention to rectify. Intelligence was not synchronized horizontally and vertically, nor was it proactive. Defense intelligence did not adequately focus and synchronize intelligence, surveillance and reconnaissance capabilities and activities to support the combatant commands and defense policymakers; it was incomplete and focused heavily on targeting; and was sometimes joint, but it was rarely combined or interagency.

OUSD(I) instituted "Remodeling Defense Intelligence" to provide the catalyst for solving these problem areas. ICP was the first of the components to transcend from concept to execution. It has since been codified in the Contingency Planning Guidance (CPG) and the Joint Strategic Capabilities Plan (JSCP), as well as emerging Joint doctrine. ICP has been integrated into the adaptive planning (AP) process and, most importantly, ICP has done what it was intended to do – focus, integrate and synchronize intelligence for the combatant commander.

Process

Process is king in the Defense Department. We have Office of the Secretary of Defense (OSD) policy, Joint and service doctrine, and agency policy and procedures. Like all good ideas, ICP has to have its process as well. If for no other reason than to provide consistency of application and product, the ICP process is established in the draft ICP Procedures Guide that is currently in staffing as a Chairman's Joint Chiefs of Staff Manual. Multiple commands, agencies and service elements participated in the development and coordination of the guide.

The Defense Joint Intelligence Operations Center (DJIOC) manages the process, as OUSD(I) provides oversight, but the real owners are the supported combatant commanders. They establish the timelines for completion and are the recipients of the planning process – it is they that ICP planners must satisfy. It might be prudent to outline the procedures in order to provide a way point for our discussion, however, for a more detailed explanation, refer to the ICP Procedures Guide, which can be found on the DJIOC JWICS Web site at *http://djioc.dodiis.ic.gov/*.

Intelligence planners actively participate from the beginning of AP. Step 1, also known as strategic guidance, requires that

intelligence facts, assumptions, tasks, limitations, gaps and shortfalls be identified to ensure the operation concept is feasible, acceptable and suitable.

ICP officially begins after the operational concept is established – Step 2 of AP. Intelligence planners are especially interested in the operational objectives and end-state. With this, they can derive the critical and prioritized intelligence tasks that must be answered to provide the operational commander information needed to make the right decisions. Once federated, the intelligence task list (ITL) provides the foundation for the ICP effort. Essentially, it allows those intelligence elements the opportunity to build a detailed concept of operations for tackling those tasks that are assigned.

Structure

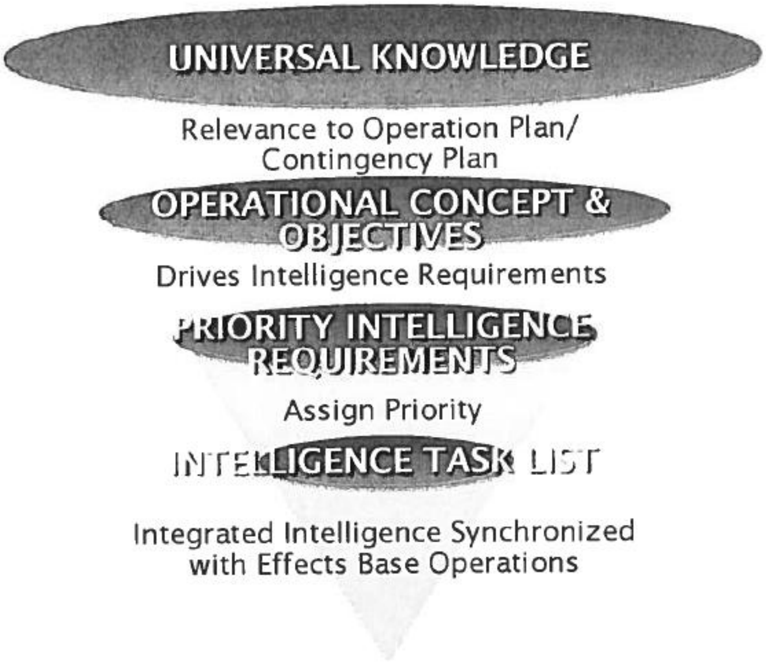
ICP produces two primary products in Step 3 of AP – "Annex B (Intelligence)" for supported plan and a National Intelligence Support Plan (NISP). The combatant command Directorate for Intelligence (J2)-produced Annex B guides the overall intelligence effort and provides specific synchronization for combatant command-assigned and apportioned capabilities. The NISP aligns with and supports Annex B by overlaying echelons above combatant command defense intelligence capabilities. The NISP is developed by DJIOC intelligence planners for the combatant command J2. Subordinate to the NISP are the functional support plans (FSPs) that the combat support agencies, service intelligence centers and field operating activities produce. These are approved by the directors of the producing organizations, after the combatant command concurs, and these FSPs establish the specific intelligence discipline concepts for addressing ITL. At this point, it is obvious that the combatant command J2 is the singular focal point for directing the development of these two components of ICP. This fact is fundamental to the ICP construct. The combatant command drives the planning process.

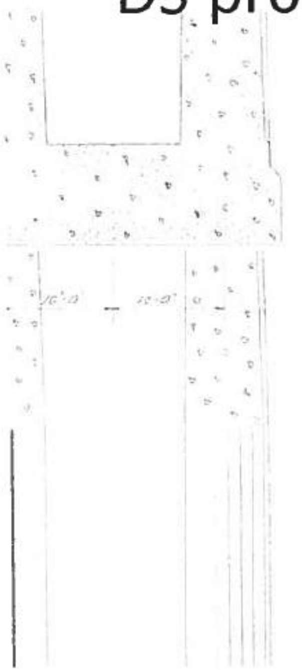
Into the Future

DJIOC, in collaboration with the defense intelligence community, is wrestling with the future direction of intelligence planning. The goal is to radically improve dynamic planning support to the defense policymakers and combatant commands. We will continue to push the boundaries in order to develop better practices; incorporate all planning requirements, whether JSCP/CPG priority plans, lesser priorities, crisis action or issue-based. We will explore a regional planning construct that may be a better means of supporting the combatant commands; provide standards and content support to ICP training and education; engage the interagency and international intelligence community to become active planners; establish a plans-to-operations transition and implementation program to identify the handover from intelligence planners to intelligence operators; and identify metrics for evaluating our progress.

ICP remains a vibrant, forward-looking effort that embraces the future. All are invited to contribute to make the process better. We have a vested interest in ensuring the process provides the right solution set to the decision-maker, because most of us will participate in an ICP effort or have a NISP drive our activities sometime in the future.

ICP METHODOLOGY


UNIVERSAL KNOWLEDGE
Relevance to Operation Plan/ Contingency Plan
OPERATIONAL CONCEPT & OBJECTIVES
Drives Intelligence Requirements
PRIORITY INTELLIGENCE REQUIREMENTS
Assign Priority
INTELLIGENCE TASK LIST
Integrated Intelligence Synchronized with Effects Base Operations



To Build Bridges

DS provides architecture for new INFORMATION TECHNOLOGY infrastructure

By Joanna B. Davis, DS

As DIA comes together to support the stand-up of the new Defense Joint Intelligence Operations Center (DJIOC), the Directorate for Information Management and Chief Information Officer (DS) has the vital task of providing it with a comprehensive information technology (IT) architecture and infrastructure. To successfully do this, DS recognizes it must enable the regional service centers to link global information to DJIOC from numerous sites, partner nations, other agencies and even non-government organizations. This effort is referred to as the Command and Control, Computer, Communication and Intelligence Information Technology Way Ahead (C4I IT). The vision is to achieve a robust, responsive and efficient C4I IT environment to enable adaptive planning, improve operational readiness and dynamic execution, and enhance timely support for key decision-makers through defense and combatant command JIOCs

Currently, DS is working with all members of the DJIOC initiative to determine the IT requirements that need to be satisfied and creating the initial IT baseline modeled after the IT baseline established by U.S. Forces Korea. The JIOC-Korea's IT baseline is the model because it was the first to accomplish comprehensive intelligence campaign planning to integrate national and theater intelligence capabilities based on its defined area of responsibility, known enemy, established command and control, and existing resources. Other combatant command JIOCs will find it easier to adapt to their needs from this baseline.

The future plan for DS support to DJIOC is to produce a C4I IT plan that incrementally improves defense intelligence capabilities required by JIOCs. An aggressive schedule is being developed to declare a limited operational capability no later than Oct. 1, to achieve initial operational capability no later than April 1, to attain full operational capability no later than Dec. 31, 2007, and to continue incremental improvements for January 2008 and beyond. DS will lead a Department of Defense Intelligence Information System C4I IT council to interface with Joint Staff, combatant commands, other combat support agencies, the services and key offices within the undersecretary of defense for intelligence and the director of national intelligence staff.

Key Player: DIA's ONGOING ROLE in the Quadrennial Defense Review

By Jerry D. Sharp, CS

Quadrennial Defense Review Report
QDR
OFFICE OF THE UNDER SECRETARY OF DEFENSE (POLICY)

The Quadrennial Defense Review (QDR) for 2005 officially closed out with the submission of the final report to Congress Feb. 6. DIA played a key role in the process as the sole authority for all threat assessments used to drive discussions, debates and decisions by senior Department of Defense (DOD) leaders. DIA also participated heavily in the effort to determine what future friendly forces and systems are required in light of the evolving threat, focusing of course on intelligence capabilities. Our ultimate success in responding to the numerous, time-constrained and often extremely detailed questions generated by the QDR process was the result of a carefully crafted plan on our part, combined with an agency-wide spirit of cooperation and flexibility.

The QDR is a congressionally mandated requirement for a top-to-bottom assessment of DOD every four years. The 2005 effort was the third review, with previous reviews completed in 1997 and 2001. The focus varies for each iteration, but, in general, the process calls for a review of the threats facing the U.S., our plans and capabilities to counter the threat, and the resources and investment adjustments required for implementing our plans.

The 2005 QDR was structured around four core problem areas:

1. Building partnerships to defeat terrorist extremism

2. Defending the homeland in-depth

3. Shaping the choices of countries at strategic crossroads

4. Preventing the acquisition or use of weapons of mass destruction by hostile state or non-state actors

These core areas served as the basis to review U.S. plans and capabilities for responding to potential threats, with the goal of looking out to the 2015 to 2020 timeframe. For each of the identified problem areas, several rehearsals were conducted, followed by an all-day Saturday round-table session chaired by the deputy secretary of defense and attended by the most senior civilian and military leadership within DOD. DIA provided the threat assessment for each round table as well as a subject matter expert to respond to questions concerning current and future threat capabilities.

In addition to our support of the round-table sessions, DIA provided read-ahead packages to senior DOD leaders in advance of discussion and decision-making forums. In most cases, we used our existing threat assessments, but for several, we crafted entirely new products in response to specific questions and requirements. Throughout the QDR process our analysts were challenged by

turn-around times that ranged from two days to as little as two hours or less. The QDR working group, charged with orchestrating the entire process, was consistently impressed with the speed and thoroughness of the responses.

DIA participation in the working group that addressed future friendly intelligence capabilities was just as important, and ultimately just as successful, as our efforts in the threat arena. We integrated several full-time, senior DIA intelligence professionals into the Integrated Process Team (IPT) and the various subgroups formed within it. Our DIA representatives were able to quickly tap the expertise of our entire work force in response to IPT information requirements.

As part of our initial plan to support QDR and ensure that DIA priorities were addressed as the IPT analyzed, debated, prioritized and ultimately reached conclusions, we focused on several key themes that remained consistent throughout the process:

1. Persistent Surveillance: Move from the reconnaissance paradigm toward persistent surveillance, providing access on demand in accordance with combatant commanders' requirements.

2. All-source analysis: Emphasizing the collector-analyst partnership and data interpretation over data movement.

3. Information Management: Pushing for a federated database with interoperability at the data level versus the system level.

4. Intelligence as a capability: Making the case for continuous investment in research and development, acquisition and intelligence campaign planning in support of combatant commanders.

DIA's success is apparent when you read the 2005 QDR report that went to Congress. The areas of emphasis we identified at the beginning of the process were addressed throughout the final 113-page document. For those who want to see the actual report, it can be found at, *www.defenselink.mil/qdr*. In addition to the intelligence and threat-related information, the QDR addressed such topics as force structure and allocation issues, new budget and acquisition strategies, horizontal organizational structures, and greater emphasis on working with allies and partners.

As opposed to previous versions of the QDR, in which the act of forwarding the final report to Congress largely ended the active phase of the process, the 2005 version resulted in specific actions that will be carefully monitored to ensure completion. Of the 140-plus initiatives singled out as high priority items, 22 are intelligence related. Among the items singled out for increased focus and resources are measurement and signature intelligence, human intelligence, Joint Intelligence Operations Centers, intelligence campaign planning and expanded intelligence analysis capabilities.

As a result, DIA remains actively engaged with the rest of DOD in implementing key actions identified by the QDR process. This effort will extend over many months and no doubt result in many additional short-fused requirements that will require our unique combination of knowledge and experience. The same spirit of cooperation, sense of urgency and objective professionalism that carried us through the original QDR process will serve us well as we help build the intelligence capabilities of the future.

UNITED WE STAND, Divided We Fall

The National Intelligence Strategy creates a COHESIVE IC

By Katie A. Bioty, CP

On Oct. 26, the Office of the Director of National Intelligence (ODNI) released "The National Intelligence Strategy of the United States of America" (NIS) — a publication to establish strategic objectives for the intelligence community (IC).

"This strategy is a statement of our fundamental values, highest priorities and orientation toward the future, but it is an action document as well," said Director of National Intelligence John D. Negroponte. "For U.S. national intelligence, the time for change is now."

Born from the events of Sept. 11, President George W. Bush's "National Security Strategy of the United States of America," the 2004 Intelligence Reform and Terrorism Prevention Act, and the need for a sweeping change in the IC — NIS arose to set forth a distinct framework for a more unified, coordinated and effective IC by guiding policy; planning; collection; analysis; operations; programming; acquisition; budgeting; and execution within.

"At its core, this National Intelligence Strategy capitalizes on the extraordinary talents and patriotism of America's diverse intelligence professionals, those serving today and those joining us tomorrow," said Negroponte. "It relies on our nation's tradition of teamwork and technological innovation to integrate the work of our distinct components into collaborative success."

Comprised of 20 pages, NIS outlines two types of strategic objectives – mission and enterprise — and calls for plans that recognize each IC member's core strengths and competencies. Mission objectives relate to efforts to predict, penetrate and pre-empt threats to our national security and assist all who make and implement U.S. national security policy, fight our wars, protect our nation and enforce our laws. Enterprise objectives relate to our capability to maintain competitive advantages over states and forces that threaten the security of our nation.

The National Intelligence Strategy
of the
United States of America

Transformation through Integration and Innovation

October 2005

"Intelligence is our first line of defense. If we're going to stop the terrorists before they strike, we must ensure that our intelligence agencies work as a single, unified enterprise."

- President George W. Bush, Feb. 17, 2005

Mission objectives detailed in NIS include: defeating terrorists at home and abroad by disarming their operational capabilities and promoting the growth of freedom and democracy; preventing and countering the spread of weapons of mass destruction; bolstering the growth of democracy and sustaining peaceful democratic states; developing innovative ways to penetrate and analyze the most difficult targets; and anticipating

developments of strategic concern and identifying opportunities as well as vulnerabilities for decision-makers.

Enterprise objectives specified in NIS include: building an integrated intelligence capability to address threats to the homeland, consistent with U.S. laws and the protection of privacy and civil liberties; strengthening analytic expertise, methods and practices — tap expertise wherever it resides — and explore alternative analytic views; rebalancing, integrating and optimizing collection capabilities to meet current and future customer and analytic priorities; attracting, engaging and unifying an innovative and results-focused IC work force; and ensuring that IC members and customers can access the intelligence they need when they need it.

Other enterprise objectives outlined include: establishing new and strengthening existing foreign intelligence relationships to help us meet global security challenges; creating clear, uniform security practices and rules that allow us to work together, protecting our nation's secrets and enabling aggressive counterintelligence activities; exploiting path-breaking scientific and research advances that will enable us to maintain and extend our intelligence advantages against emerging threats; learning from successes and mistakes to anticipate and be ready for new challenges; and eliminating redundancy and programs that add little or no value and re-directing savings to existing and emerging national security priorities.

NIS is currently in its first year of implementation, but well on its way to creating a more cohesive, unified IC. The strength and effectiveness of this "new" IC has been widely recognized.

"I certainly believe America is safer since September 11," said Negroponte. "We are on the offense against Al-Qaeda and its affiliates around the world."

In the end, NIS is the first step of success in accomplishing the ODNI vision and mission to defend American lives and interests.

"Our job is to effectively integrate foreign, military and domestic intelligence in defense of the homeland and of the United States interests abroad," said Negroponte. "I believe that from an intelligence point of view, our intelligence effort is better integrated today than it was previously. In that sense, I think our country is safer today than it was before."

To read the complete National Intelligence Strategy of the United States, please visit *www.odni.gov/publications/NISOctober2005.pdf.*

The Knowledge Lab:
CREATING the DIA of the FUTURE

By the Office of the Chief of Staff, CS

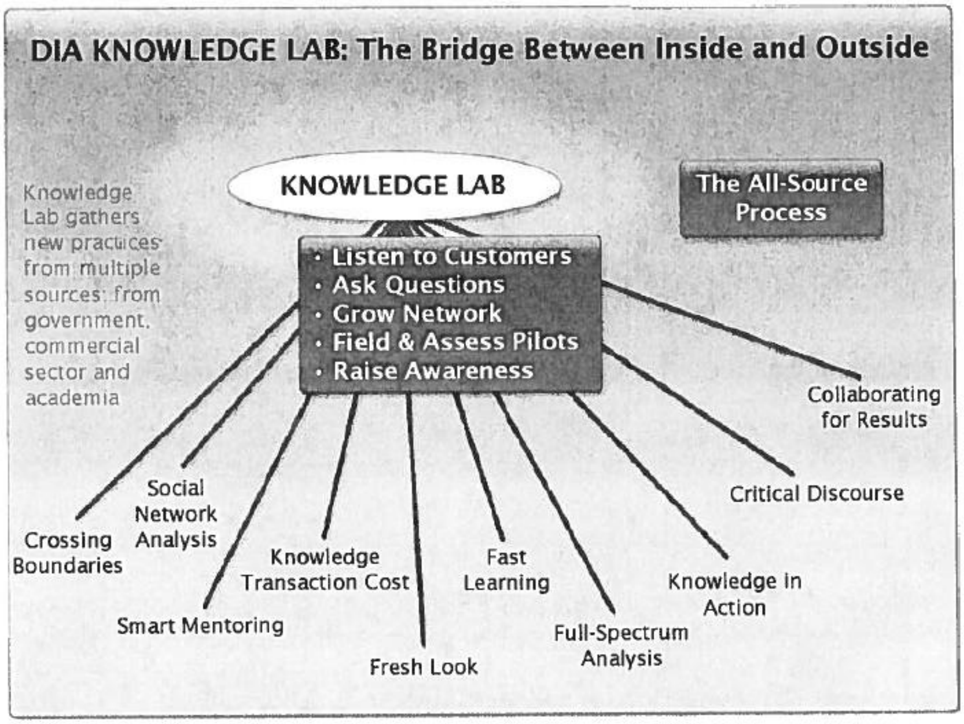
The 9/11 Commission reported that American intelligence suffered from a failure of imagination, too many stovepipes and not enough knowledge sharing. DIA's Knowledge Lab began in late 2004 as an engine for change to help address those shortcomings at DIA.

Innovation, collaboration and creative thinking are occurring in many places within DIA. The Knowledge Lab connects innovators across a broad spectrum of work within DIA by identifying common themes that cut across the organization and applying numerous pilot projects

to help improve knowledge-sharing and knowledge-creation capabilities. By connecting innovators, the Knowledge Lab gives them new energy and ideas. With the strong support of the director, the lab enables the DIA of the future to become an increasingly effective, adaptive learning organization.

After Sept. 11, DIA did not suffer major criticisms, but leadership knew that the same problems identified by the 9/11 Commission affecting other agencies in the intelligence community likely affected DIA as well. The commission called for new ways of doing business to free intelligence from the trap of routine thinking. The commission stated, "It is ... crucial to find a way of routinizing, even bureaucratizing the exercise of imagination." The "DIA Workforce of the Future" report highlights the need for DIA to become a more highly networked knowledge organization. DIA's Strategic Plan for fiscal year 2006-2011 charges the Knowledge Lab with leading DIA's transformation into a learning organization. In Goal 3.3 of the strategic plan, DIA commits to, "Broaden awareness, availability and application of Knowledge Lab programs to support knowledge sharing, critical thinking and communication techniques."

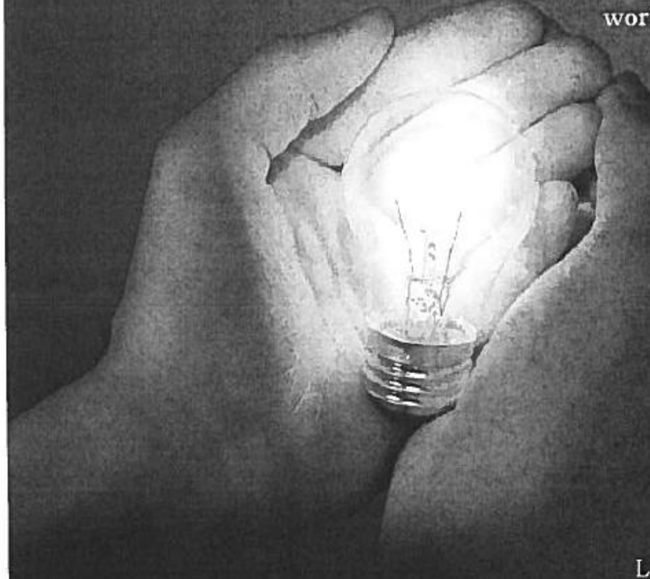
To enable it to be a "center of innovation to reach out and grab good ideas," DIA's Chief of Staff Louis Andre, said the DIA Knowledge Lab was intentionally built as a "horizontal" organization, with no top down direction. According to Andre, DIA leadership also made the conscious decision that the Knowledge Lab would be made up of volunteers. Zeke Wolfberg, chief of the DIA Knowledge Lab, notes that the lab's concept was approved in late 2004 and began in earnest in early 2005 with no pilot projects, no real recognition within the agency and few expectations. Wolfberg said the challenge at that time was creating an atmosphere to explore and experiment with new ideas. The Knowledge Lab was given permission to act creatively and interact across boundaries to create a network of volunteers.


DIA KNOWLEDGE LAB: The Bridge Between Inside and Outside
KNOWLEDGE LAB
The All-Source Process
Knowledge Lab gathers new practices from multiple sources: from government, commercial sector and academia
• Listen to Customers
• Ask Questions
• Grow Network
• Field & Assess Pilots
• Raise Awareness
Collaborating for Results
Critical Discourse
Knowledge in Action
Full-Spectrum Analysis
Fresh Look
Fast Learning
Knowledge Transaction Cost
Smart Mentoring
Social Network Analysis
Crossing Boundaries

DIA's Knowledge Lab evolved quickly, beginning as a small group of volunteers; it tested new learning practices in early pilots like Fast Learning and Critical Discourse. An early Knowledge Lab volunteer, Ann Griffith, said that from the beginning, the pilots improved both people and processes. Griffith pointed out that critical discourse techniques help people enhance work-related communications by allowing them to better understand and frame their own thoughts while improving recognition of the frameworks of others. According to Griffith, pilots like Fast Learning teach improved processes, such as how to quickly target and apply

learned. With the Fast Learning Pilot, Griffith said she learned that "sometimes you don't need all the answers to start the discussion – just start the conversation with the stakeholders." Now offices across DIA, including core mission areas such as DI and the Directorate for Human Intelligence (DH), have increasingly requested both the Critical Discourse and Fast Learning pilots.

Building on lessons learned and knowledge gained in its early pilots, DIA's Knowledge Lab began to apply and test more complex learning practices with pilots like Social Network Analysis and Knowledge Transaction Costs. The Knowledge Lab also linked and combined pilots to facilitate learning. For example, Griffith pointed out how both the Social Network Analysis and the Knowledge Transaction Costs assessments are being applied together to the agency's military infrastructure to identify highly collaborative people and determine how the agency places value on those people. From its inception, Griffith said the Knowledge Lab "helped us begin to understand what it means to be an organization of knowledge workers."



Through its pilots, the Knowledge Lab has enhanced collaboration among organizations working a common intelligence problem, such as the Fresh Look Pilot; developed new approaches to inquiry-based intelligence analysis, such as the Full-Spectrum Analysis Pilot; and helped grow a generation of leaders who understand how to collaborate to create change in the agency, such as the Knowledge in Action Pilot.

Knowledge in Action Pilot participant Mika Cross, Directorate for Human Capital (HC), has been a DIA Knowledge Lab volunteer for more than a year and said she has seen things "evolve from providing thoughts, ideas and values to providing tangible deliverables for the agency." These tangible deliverables, Cross said, have helped the Knowledge Lab become more widely recognized throughout DIA, resulting in more volunteers and more people actively seeking out knowledge tools. Cross said she would like to see this trend continue, making the Knowledge Lab tools and methods part of a "universally accepted value system" and not just a secondary resource.

Today, the Knowledge Lab applies the lessons and experiences it has gained to facilitate activities that reach across the agency, such as the Crossing Boundaries sessions. A monthly forum chaired by the director, Crossing Boundaries provides a face-to-face opportunity to engage in direct and effective interaction with agency leaders to generate creative alternatives and innovative ideas. The DIA "end-state" is a team of connected, collaborating professionals discovering the truth in present and future operations. Crossing Boundaries convenes temporary teams of interested professionals to illuminate, identify and address challenges to speed the arrival of that end-state. Knowledge Lab activities, like Crossing Boundaries, will improve system-wide behaviors, which will lead to enhanced operational outcomes. Andre views Crossing Boundaries as a means of "opening the aperture up to get ideas in front of people" and a "more robust way" for the Knowledge Lab "to get and test new ideas." At the inaugural Crossing Boundaries meeting, LTG Michael Maples told the group, "I am here to hear your ideas."

Wolfberg explains, "Knowledge Lab volunteers' roles and responsibilities increase in tandem with the lab's activities." After

one and a half years, Wolfberg said he is even more committed to the "care and feeding" of the lab's volunteers. Wolfberg said that the focus now is not to increase numbers, but to provide opportunities for the continuing development of individuals, as well as the group. Regarding future Knowledge Lab activities, Wolfberg's challenge is keeping the focus on projects that maximize mission performance.

In the future, the DIA Knowledge Lab will help drive change in the agency on three parallel tracks:

- Promoting a Healthy Organization: By implementing pilots such as Critical Discourse and Fast Learning across the agency, the Knowledge Lab will promote the intangible benefits of networking and collaboration to an ever-widening audience. Participants in these programs report that they perform their jobs more effectively as a result. The benefits to DIA will increase as more and more people adopt these approaches.

- Developing Capabilities to Support the Mission: Volunteers interested in making a commitment to supporting change at DIA can apply for participation in pilots such as Fresh Look, Knowledge in Action and Full Spectrum Analysis. These pilots offer in-depth experience with new forms of analysis, new modes of collaboration among teams and leadership skills required to create positive change in DIA. Over time, the number of DIA employees who acquire these skills and behaviors will make the agency inherently more collaborative, flexible and imaginative.

- Enabling Mission Outcomes: DIA employees who have participated in pilots have become the core network capability available to the director for particular assignments. This group gathers as needed to think differently about hard intelligence problems and helps to ensure that the questions are framed in a way that considers a multitude of perspectives. Facilitating Crossing Boundaries is another opportunity for this core network to provide direct mission support. Each Crossing Boundaries meeting is another step toward solving critical mission problems.

> "To meet tomorrow's shadowy threats, the Defense Intelligence Agency will need a broad network of talent. The breadth and changing nature of this work force will be beyond the means of any one organization. The new work force will reside in DIA, other government agencies, NGOs, think tanks, universities, corporations and individuals. This future 'networked work force' will require changes in the agency's work force attributes and management skills."
>
> *- From "DIA Workforce of the Future," 2003*

Andre said the DIA Knowledge Lab has developed as he expected, but he was surprised how quickly it became well known thanks in part to what he called an "outstanding communication strategy." Involving more and more networked participants across the agency and demonstrating early success, the Knowledge Lab has fast become identified both inside and outside DIA as the change leader envisioned in DIA's Strategic Plan. Recently, officers from the training division of the New York Police Department (NYPD) contacted the Knowledge Lab for more information on the lab's Fresh Look Pilot, based on an article in the Communiqué. The NYPD wants to include the fresh look all-source process for their analyst training program.

DIA's Knowledge Lab is creating the DIA of the future by helping interlacing networks grow until all who are a part of the existing agency structure are also involved in networking activities that improve current processes. The Knowledge Lab assists DIA in reaching out across the intelligence and academic communities to collaborate and serve as a model for other agencies. The ultimate goal is to create a "Knowledge Marketplace" where highly networked individuals from inside and outside the agency can collaborate and improve intelligence operations.

In less than two years, the Knowledge Lab's goals and achievements have expanded dramatically. The Knowledge Lab

started with a few participants finding, importing and testing best practices for improving how DIA does business at the working-level, regardless of occupation or function. Those activities still take place, but the Knowledge Lab vision has broadened to include becoming a feature of the lives of DIA employees, enabling them to enhance mission impact in new, collaborative, highly networked ways. To create the DIA of the future, the Knowledge Lab models new ways of doing business by developing knowledge that informs decisions and drives action.

HUMINT Support Element
Synchronizes FULL-SPECTRUM Intelligence

By Howard E. Locke, DH

In April 2006, the secretary of defense published the Joint Intelligence Operations Center (JIOC) Execute Order, which directed each combatant command to establish a JIOC to better integrate and synchronize military and national intelligence capabilities. The JIOC will provide the combatant command the capability to fully integrate all intelligence functions and disciplines and enable more agile and responsive intelligence operations, ensuring all sources of intelligence are made available across the Department of Defense (DOD). Because war fighting is a complex effort, the JIOC's design drives better planning, preparation, integration, direction, synchronization and management of continuous, full-spectrum intelligence and operations in support of combat. Since U.S. Central Command (CENTCOM) has been involved in Operations Enduring Freedom and Iraqi Freedom, the command already had reorganized into a JIOC-like structure in which CENTCOM's Joint Directorates for Intelligence (J2) and the Joint Operations (J3) work seamlessly to integrate intelligence, operations and plans as a cohesive team.

ED STATES
NTRAL COMMAND

CENTCOM Commander GEN John Abizaid refers to human intelligence (HUMINT) as the "coin of the realm." As the demand for HUMINT has grown at CENTCOM, the HUMINT Support Element (HSE) has grown and adapted to keep pace with the needs of the command. The key component in integration of HUMINT at CENTCOM is the Joint HUMINT and Counter-Intelligence Division (J2X). To execute the coordination and deconfliction of all HUMINT in its area of responsibility (AOR), CENTCOM has established Combined Joint HUMINT and Counter-Intelligence Divisions (C2X's) in Multi-National Force-Iraq, Combined Forces Command-Afghanistan and Combined Joint Task Force-Horn of Africa.

CENTCOM HSE is the HUMINT hub for the Defense JIOC Forward Element (DFE) and works closely with the other DOD combat support agency representatives such as the National Geospatial-Intelligence Agency, National Security Agency and National Reconnaissance Office, as well as the Director of National Intelligence and other intelligence community representatives detailed to CENTCOM. Just like the CENTCOM J2, HSE CENTCOM efforts are integrated with the JIOC in such a way as to maintain a cohesive support entity under DFE to ensure a robust, collaborative relationship for mission synchronization and deconfliction of national and theater-level intelligence priorities.

Comprised of reservists from the Defense HUMINT Joint Reserve Unit, as well as contractor support, HSE is dedicated to providing fast-paced, quick-turnaround HUMINT support to the command. As an integral part of DFE, HSE CENTCOM not only staffs and supports CENTCOM JIOC at MacDill Air Force Base, Fla., but also provides support to the CENTCOM Command Headquarters Forward (CDHQ), in As Sayliyah, Qatar. When JIOC deploys for operations and exercises, portions of HSE deploys to provide split-based support to JIOC and J2 at headquarters and CDHQ.

To better support the command in its fight against the Global War on Terrorism, DIA has established collection platforms in Iraq, Afghanistan and the Horn of Africa, as well as new operating bases in the Middle East and Texas. Additionally, collection efforts are being conducted from defense attaché offices and operating bases/detachments worldwide. HSE CENTCOM works to ensure all of the DIA Directorate for Human Intelligence (DH) operations appear seamless and are properly coordinated and deconflicted with CENTCOM. HSE works closely with the JIOC HUMINT Collection Management Branch to ensure all CENTCOM HUMINT collection requirements are reviewed and tasked to the appropriate collection activity. Working closely with JIOC analysts, HSE leverages DIA collectors for time-sensitive intelligence required to support combat operations.

CAMP STRONG HOLD FREEDOM
ONE FLAG—ONE MISSION

Photos submitted by DH

Above - HSE CENTCOM at Karshi-Khanabad, Uzbekistan, from left to right: Col Elio Castellano; Howard Locke, HSE; Marcus Bembenista, DIA SCR; and Col James Waurishuk, CENTCOM deputy J2.

Opposite page - HSE CENTCOM, MacDill Air Force Base, from left to right: Larry Graham, Keith Dunn, Howard Locke, Kimberly Sonnenberg and Col Elio Castellano.

It takes more than DOD elements to go to war. HSE also coordinates and works closely with the Joint Interagency Coordination Group – for example CIA and the departments of Homeland Security, Justice, Energy, State and Treasury – to facilitate planning and coordinate information sharing between other government agencies to leverage inter-agency capabilities. HSE sits on the Effects Synchronization Board which is co-chaired by the J2 and J3 and is focused on Iraqi former regime elements and high-value individuals. HSE coordinates closely with CENTCOM Joint Strategic Plans and Policy (J5), especially with the Security Cooperation Division supporting political, social, cultural, military and economic developments within the AOR.

Although the final coordination lines have not yet been established between the command's HSE and DJIOC, there is always room for new ideas and some experimentation as to how best to support the HUMINT mission. However, CENTCOM is well on its way in implementing workable processes to engage HUMINT, and HSE will continue to be there – adapting to the needs of the command and leveraging HUMINT to provide needed insight to fight and win the "long war."

Interview with the DEPUTY DIRECTOR

By Communiqué Staff, CP

Having just arrived from her position with the Office of the Undersecretary of Defense for Intelligence (OUSD(I)), Letitia "Tish" Long sat down with Internal Communications staff as DIA's newest deputy director on "Day 12" in the position. Long has worked with DIA before as director of the Military Intelligence staff from 1994 – 1996 in a rotational capacity. In 1996, she joined DIA as the deputy director for Information Systems and Services where she directed DIA's worldwide information technology and communications programs. Long was also DIA's first chief information officer.

COMMUNIQUÉ: *It has been about 10 years since you've worked with DIA; what have been some of the biggest changes since you were last here?*

MS. LONG: I think that the single biggest change is the number of employees who are deployed. Over the last three years, with the undersecretary of defense for intelligence (USD(I)), I heard Vice Admiral Jacoby talk about operationalizing DIA and making DIA more relevant, but it really didn't sink in until I came here and made that first trip to the DIAC. I started talking to various folks; and almost every one of them had been deployed in the last two years. I think it's more than 400 people who are currently deployed and that really surprised me. It made me realize how much DIA has been operationalized; that is a tremendous change from when I was here before.

Photo by Jane A. McGehee, CP

COMMUNIQUÉ: *Do you think that deployments are causing a change in the work force?*

MS. LONG: Oh, without a doubt. I think that people are always flexible and accommodating, but this makes everyone need to be that even more so – and that's from a number of different perspectives. That's the supervisor who's trying to balance a workload with some of his or her folks forward deployed. That's the individual who's going to be deployed and has to ensure everything is set from their personal lives' perspective. Is everything worked out with spouse, with children, with parents?

I think we're asking a lot more of our people, and in this case we're talking largely civilians. It's a big change. But even for the military, when they get orders to DIA, a lot of them are thinking this is not a deployable duty station. They've just been deployed elsewhere – whether it was with an Army tactical unit or on a ship at sea – and they're coming to DIA to do their shore rotation and finding out that they may be deployed again. So, a lot more flexibility is required of all our employees.

With that being said, what a tremendous opportunity! I wish I had had the opportunity years back in my career to go do an Iraq or an Afghanistan tour to really see how intelligence is used or not used, as the case may be, and to really understand the need on the ground. It's only going to make our folks more prepared in the future and make the agency better, too.

COMMUNIQUÉ: *You have your bachelor's degree in electrical engineering and your master's in mechanical engineering. How did you end up working in this field?*

MS. LONG: I started out working at a Navy research laboratory and I was building intelligence collection systems for submarines. I moved from there into naval intelligence to run the programs that I had formerly been working on as a project engineer.

COMMUNIQUÉ: *When did you first transition over into policy?*

MS. LONG: When I became a senior executive. I was selected for the Senior Intelligence Executive Service in July 1994 for a policy, requirements, program and budget job at Naval Intelligence.

COMMUNIQUÉ: *What do you see as the role of the deputy director?*

MS. LONG: Obviously, to do anything that the director would like me to do! At this point, Lieutenant General Maples has defined my role as his alter-ego, with an emphasis on outreach. He really wants to capitalize on my previous job experiences and contacts so that we can educate the department and our customers about all of the important and relevant things that DIA is doing.

DIA is not a well-known quantity outside of the immediate circle it serves. I am learning so many things every day, saying to myself "I had no idea DIA was doing this." I was pretty close to DIA in my last job, so if I didn't know, think about all of the others who are outside of the agency who know even less. Everybody is doing such a great job and working hard, but they don't always think about telling folks what is going on. I don't think that there's a concerted, outward marketing strategy. That is one of the biggest things that the director has asked me to do – to take on a communications plan.

COMMUNIQUÉ: *Have you already started ironing out that plan? Or is it still in the works?*

MS. LONG: It's still in the working phase. The director has asked for a draft in two weeks. Then he wants to share it throughout the agency for feedback and input, and then go live. And, I dare say, you (CP) will have a piece of this.

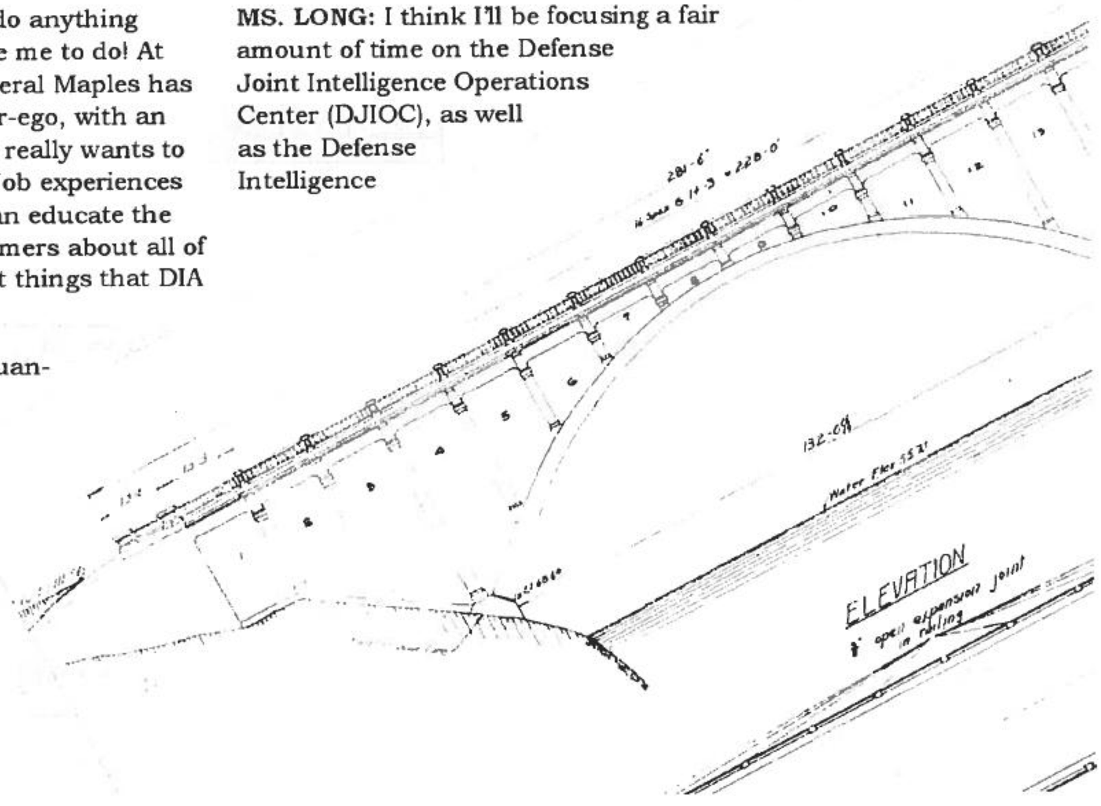
COMMUNIQUÉ: *Are you focusing more on our external customer and policymaker?*

MS. LONG: It is more for that, but it doesn't mean that it can't be used internally. The internal communications, from what I've seen so far, are pretty good but we'll certainly use it internally also.

COMMUNIQUÉ: *Other than the communications plan, what are some of the projects you plan on tackling first?*

MS. LONG: I think I'll be focusing a fair amount of time on the Defense Joint Intelligence Operations Center (DJIOC), as well as the Defense Intelligence

Opposite page - Margan Carlstrom, CP, interviews Deputy Director Letitia "Tish" Long.



Enterprise Support for Contingency Plan 7500, for the Global War on Terrorism plan. Along with the day-to-day press of things, those three things will keep me busy – for a couple of weeks, anyway.

> "I wish I had had the opportunity years back in my career to go do an Iraq or an Afghanistan tour to really see how intelligence is used or not used, as the case may be, and to really understand the need on the ground."

COMMUNIQUÉ: *Since you've worked with a lot of policy, now that you're with DIA, can you see evidence of your work put into action here?*

MS. LONG: I think it's almost too soon for me to answer that, because I haven't seen enough. The Defense JIOC is an expanded role for DIA and it will be the embodiment of a lot of the things that we were trying to have DIA take on across the defense intelligence enterprise. We really see the Defense JIOC as the place where DIA can execute a number of the authorities and the responsibilities that were given to the director.

COMMUNIQUÉ: *From your previous position in OUSD(I), is DIA doing for DJIOC what you envisioned it to do? Are there places where we're lacking, or places where we're excelling?*

MS. LONG: It's too soon to tell. I think that, first of all, there's tremendous support across the agency for the organization and the construct of the Defense JIOC. I'm told there are exceptional volunteers for the initial cadre of folks in the DJIOC. It's very promising that people understand this is where the director is trying to make his mark and it's being acted upon. But it's really too soon to tell because, other than the initial small group of people who have been working to stand it up, folks are just starting to arrive.

COMMUNIQUÉ: *How about the policy regarding the Joint Intelligence Centers and the Joint Analysis Center (JICs/JAC) implementation. You were intimately involved in that at the OUSD(I). How is that looking from this perspective?*

MS. LONG: Good. Sharon Houy is leading a team, the JICs/JAC Management Implementation Study, or the JMIS. I've had one in-process review with Sharon and the team. I'll have another one soon, and then we're going to have a meeting with the director soon after that and then brief it at the Senior Military Intelligence Officers' Conference (SMIOC). They've boiled it down to four options for implementation, all of which follow the spirit of what the USD(I) has been trying to achieve with the military intelligence program. It's now just a matter of working out the details and picking which option makes the most sense. They've done a tremendous job in a short period time. I'm very pleased and I think the director will be, and hopefully the USD(I) will be also.

COMMUNIQUÉ: *In the November/ December Communiqué, the director said he has a very hands-on management style. What do you consider your style to be?*

MS. LONG: Fortunately it's the same, very hands-on. I think in this case, running a large agency, it's good for us to have the same management style because then we won't confuse people. When he's traveling or on leave and I'm managing in his absence, it will be the same, hopefully.

COMMUNIQUÉ: *The director likes to stop in on different cubes and in different offices randomly; do you have any plans to do the same?*

MS. LONG: I'm already doing it! Out and about, not as much I'd like to though, I'd have to say.

COMMUNIQUÉ: *In your interview in the May/ June Communiqué, you talked about the relationship between the OUSD(I) and the Office of the Director of National Intelligence (ODNI). Now that you're here with us at DIA, do you view that relationship the same way or has your perspective changed a little bit?*

MS. LONG: Your perspective always changes. As I've said, where you stand depends upon where you sit. In this case, I don't think my perspective has changed yet, and I'll give you an example. I was making a courtesy call with Mike Meermans, the House Intelligence staff director, last week. We were having a dialogue on some issue that was the same as one we'd had a month previously when I was with USD(I), and I gave the exact same answers. I thought that was pretty telling.

ODNI and OUSD(I) both have a role in this enterprise that we call U.S. intelligence. They both have very needed, necessary roles. I think it's just a matter of understanding what those are. Having worked on the community management staff three years ago, I understand from the intelligence community perspective, and now, having worked in OSD, I've seen it from the other side. So far it hasn't changed, but ask me again in a year. One never knows!

COMMUNIQUÉ: *How will your previous position in OUSD(I) change or improve the relationship between DIA and that office?*

MS. LONG: To go back to something I said earlier, I think DIA is just doing what they do and assuming everybody knows what a great job it is. For example, information memoranda go up to USD(I) on substantive intelligence items. They don't go up on the running of the agency, the running of the enterprise – we never saw regular, periodic updates on things unless we asked for them. It gets back to that communications plan and getting the word out.

I took the last issue of the Communiqué and put notes on a number of articles. I sent one to Dr. Stephen Cambone, one to General Boykin, one to Tom Behling and one to Darryl Fengya because they would all be interested in different things. Nobody from here ever sent me a Communiqué the whole three years I was in USD(I). I saw them periodically, but it's little things like that I think can do so much for the agency. Again, we don't stop and think, gosh, I wonder if somebody else is interested? There's really a lot of tremendous things going on.

I bring an understanding of the USD(I) organization and what they're interested in, and obviously the personal relationships and the contacts – I'm already putting people together that didn't know one another. And it's not just USD(I), it's capitalizing on all of my previous jobs and reaching into all of the different places. I've asked people to keep me on their distribution lists. Lieutenant General Maples has done the same thing back with the Joint Staff. We don't get a lot of information flow from OSD or the Joint Staff to here, and we're working on improving that also, both ways.

COMMUNIQUÉ: *Tell our readers something that they can't read in your biography.*

MS. LONG: I am one of eight children. I'm very much a people person, and I think that comes directly from being one of eight children or one of ten people in a three-bedroom, one-and-a-half-bath house. But we all get along fabulously, and we have good communication and interpersonal relationship skills, because if you didn't you wouldn't have survived. Or you wouldn't get the bathroom, or you wouldn't get anything to eat! My mother says she has eight only children. So, as much as we get along, we're all very unique.

"We really see the Defense JICC as the place where DIA can execute a number of the authorities and the responsibilities that were given to the director."

COMMUNIQUÉ: *Is there anything else you would like to add?*

MS. LONG: I am just tremendously happy to be back at DIA. I feel very honored to have been asked to fill this position. When I left DIA almost 10 years ago, I said to my staff, you never know, I might be back some day. And here I am! I never thought I'd return as the deputy director, but I thought I might be back some day. I'm delighted to be in the DIA family again.

JWS-3 INSPIRES Area Children to SUCCEED

By the Directorate for Analysis, DI

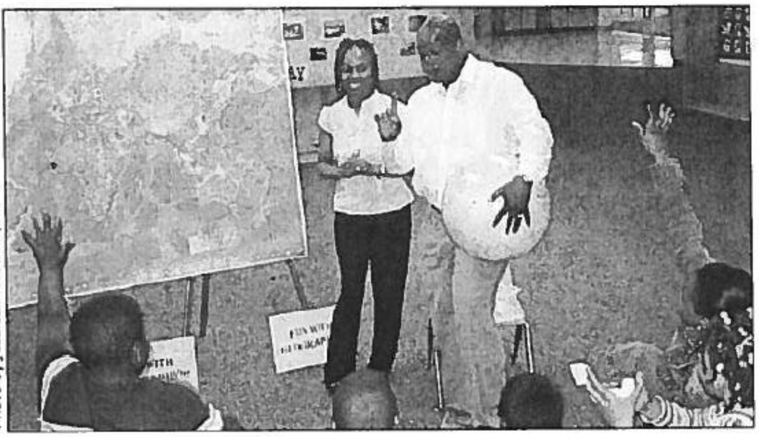


Photo by Jessica Morsbach, DI

Above - The enthusiasm of the Mary Church Terrell students was extremely contagious.

Photo submitted by DI

Right - The members of JWS-3 with Beverly Overby, the school's guidance counselor.

May 25, DIA's Directorate for Analysis' Battlespace Visualization Division (JWS-3) joined the District's Mary Church Terrell Elementary School in their annual Career Day – with more than 50 3rd, 4th and 5th graders participating. Three enthusiastic volunteers, Jessica Morsbach, Alphonso Mike and GySgt Rafika Hargett, showcased the geospatial information systems (GIS) profession, explained the purpose and importance of geography and answered questions regarding the opportunities for careers in geography and geography-related fields. Also emphasized was the importance of doing well in school, remaining positive and realizing that there are different opportunities for college, higher educational fields and other avenues for advancement.

The volunteers asked a series of geographical related questions to get the students more involved with the material and Thomas Palus, JWS-3, created a school-curriculum-specific geographic "crossworld" puzzle. Students were bright, eager and very interested in the presentation and it was evident that they were encouraged to continue their studies and improve their skills.

After career day concluded, the volunteers were invited to have lunch with the school's professional guidance counselor, Beverly Overby, school faculty and students. There, Morsbach, Mike and Hargett were thanked for their time and efforts. The volunteers, in turn, expressed their thanks for being allowed the opportunity to participate in such a worthy program and expressed the fact that they were enriched by the level of motivation in the students – it was truly an enriching experience for all.

Of note, Hargett tutors two students in math and reading at Mary Church Terrell Elementary, as part of a DIA mentoring program. She has noticed that the two students are making great strides in their subjects. For additional information on this and other program initiatives, or to volunteer as a tutor or mentor, please contact Carlynn Marsh, DIA/EO-2, Adopt-A-School program coordinator, at (202) 231-8179.

DAUGHTERS and SONS
Get a Glimpse of "The Grind"

By Marie V. Cox, DI

Growing up, did you ever wonder how your parents spent the day after they left for work in the morning? They'd vanish in a hurry with a coffee cup in hand, starched, pressed and ready for the day. Somehow, during the time you spent at school, they transformed into a slightly wrinkled and unbuttoned version of themselves, ready to relax in the nearest armchair. But why? School seemed so grueling sometimes. Was it possible our parents worked nearly as hard as we did?

On April 27, daughters and sons of DIA personnel at the Missile and Space Intelligence Center (MSIC) got a glimpse of "the grind," as they accompanied their parents to work for Take Your Daughters and Sons to Work Day. MSIC's Federal Women's Program Committee, chaired by senior intelligence officer Karen Fiorillo and co-chair Tiffany McCoy, sponsored this event to give children a look at what it means to work in national defense. Nearly 80 children between the ages of eight and 16 attended the event. This year's theme "Shaping the Future" allowed the children to experience many different occupations.

The day provided many excitations and activities for the children. They participated in a video teleconference with each other and were fingerprinted by MSIC's security office. In a long-time favorite activity of MSIC employees and their kids alike, Jeff Vollers demonstrated the operation of the Russian Scud-B ballistic missile by raising it on its launcher. In a new event this year, Dave Thompson, from the National Geospatial-Intelligence Agency, demonstrated the marvels of modern science by showing the children some examples of overhead imagery, and

Left - Debra Taube explains the process of fingerprinting.

Below - The 8 year-old group and their team leaders Jeb Buck, LTC Jon Payne, Tiffany McCoy and Vickie Hall.

Photos by Donna C. Miller, D

Above - Children learn how to fold the flag during a flag folding ceremony.

Tracey Fentress demonstrated advanced graphics tools used in production. The children had a look at some foreign missile hardware when John Nieder showed them a number of anti-tank guided missiles and Barry McClure displayed missile warhead equipment found during the Gulf War. This combination of hands-on displays with current events was both informative and entertaining for the children.

Two of the day's smash hits included a bomb-seeking robot demonstration by Darrell Neal and a display of local emergency vehicles – including a fire truck, ambulance and helicopter – thanks to Robert Thompson. The day concluded as the helicopter powered-up and took off while the children enjoyed ice cream. The children then moved into the auditorium to watch a movie while their parents finished the workday.

Perhaps the children of MSIC's many analysts and support personnel had more fun that day than the parents themselves. They didn't arrive home nearly as frazzled as their parents, but after this day filled with adventures and activities, they were certainly just as worn-out!

Below, from top to bottom:

John Nieder gives a demonstration on anti-tank guided missile systems.

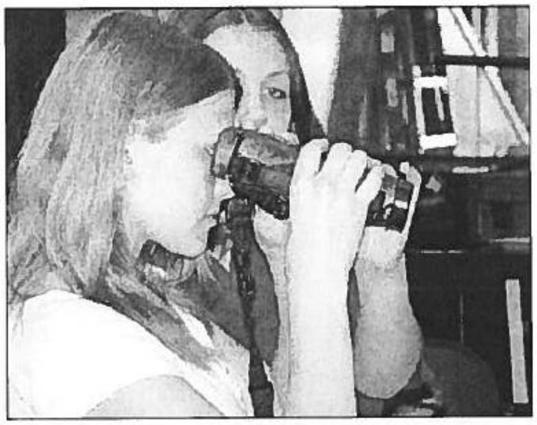
Jeff Claxton has lunch with his son Tyler.

Katy Starkey enjoys lunch with her son Matthew.

Photos by Donna C. Miller, DI

Working 9 to 5 at the DIAC

DIA's Council of Employees, Junior Enlisted Advisory Committee and the DIA Chapter of Blacks in Government teamed together to sponsor "Take Your Child to Work Day" June 16. Nearly 200 children attended daylong activities at the DIAC, which included tours, hands-on demonstrations and guest speakers.



LIEUTENANT
EUGENE F. TIGHE, JR.
MIC LEADERSHIP
AND DEC
HIEVEME
ENCE AC

Clockwise from top:

John Thomas, Brandon and Andrew Barnhart, and Garrett White receive a touch table demonstration.

Samantha and Erin White take a closer look.

Michael Cunningham examines a rifle.

Janine Simmons, Aliya Roseborough, and Grace Simmons in the Tighe Auiditorium.

Simone Cowan trys on a chemical suit.

Photos by Mika J. Cross, HC, and Brad M. Arterburn, CP.

LEARNING from Our Past
A Holocaust SURVIVOR Shares Her Memories at MSIC

By Angela P. Morton, DI, and Kari Hawkins, The Redstone Rocket

For decades, Agi Geva didn't want to talk about what the numbers tattooed on her forearm meant. Now the 76-year-old Geva devotes herself to sharing the meaning behind the indelible "18667" on her pale skin. "We have to remember it and talk about it," she said.

A mother's love and years of silence kept Holocaust survivor Geva detached from the soul-shattering fear, emotional páin and physical torment she experienced at the hands of Nazi Germans. But no matter how hard her mother tried to protect her, how far away she traveled from Germany and how much time passed since those days of 1944 and 1945, the images continue to haunt her.

"After liberation, we didn't speak about it. We try to forget. We try to get over it," Geva recalled.

"For the first 50 years, people didn't speak about what happened. ... After all those years, it wasn't easy to bring back all the memories that we tried not to remember. ... I am among the last of the survivors who will talk about it."

Geva shared her memories of the Holocaust on April 25 with about 150 civilians who attended the Team Redstone Holocaust Remembrance Observance led by the Missile and Space Intelligence Center's (MSIC) Office of Equal Opportunity.

In his opening remarks, Col Gordon Lee, deputy director, MSIC, said, "It has been more than 60 years since the Holocaust. To survivors, the Holocaust remains real and ever-present, but for some others, 60 years makes the Holocaust seem like ancient history. We are here to teach and inform others about the horrors of the Holocaust. We confront the questions of what happened. How could it happen? Could it happen again? We attempt to fight against

Opposite page: Agi Geva.

Below - Holocaust Planning Committee and program participants. From left to right: COL John Olshefski, Rabbi Jeffrey Ballon, Angela Morton, Barry Goldblum, Agi Geva, Dorit Swartz, MSG T. Jackson, Demetria Cruz, Willie Love and Audrey Robinson.

Photo by Kari Hawkins, The Redstone Rocket

Photo by Dorothy More

ignorance with education and against disbelief with proof. We are gathered to remember those that suffered, those that fought and those that died."

The remembrance tribute recognized the "American soldiers who fought to defeat Nazi Germany and liberate the camps," said U.S. Army Aviation & Missile Command chief of staff, Col Bob English. "We need to take the lessons learned from that and teach future leaders it's up to them to fight to prevent genocide. Nearly 6 million Jews – along with the mentally and physically disabled, gypsies, blacks, homosexuals, Spaniards, Serbs, political decedents and others – were killed during the Holocaust. They were someone's father, mother, son, daughter, a loved one. Entire families, neighborhoods and villages were lost. So few now are left to bear witness."

A volunteer with the U.S. Holocaust Memorial Museum Speakers' Bureau, Geva is a slight woman with a warm smile who tells her Holocaust story with the quiet determination born out of her commitment to remember Holocaust victims and to honor survivors. "I tell my story as proof that it happened," she said. "I tell my story so that others know that one can survive very difficult situations. ... We should be careful that it never happens again."

Although she rarely spoke of her experiences during the years after World War II, Geva took on the mission of sharing her Holocaust story with Americans after moving to Washington, D.C., four years ago to be close with her daughter Dorit and her family. "Every day I think how blessed I am to be free," Geva said. "I'm really free. I can do what I want. Those eight months as a prisoner affected my entire life. But, I am free."

As a part of the Holocaust Remembrance Observance, Team Redstone sponsored an essay contest to enhance educational awareness of the Holocaust. Below is an excerpt of the essay by the first place winner K.C. Bertling, Precision Fires Rocket and Missile Systems Project Office.

For most of my life, my impressions of the Nazi concentration camps were like faded black-and-white photographs in someone's scrapbook until one day; I visited one of the most gruesome concentration camps in Dachan, Germany, and heard stories from Holocaust survivors. While reading and looking through the faded pictures, yellowed diaries and gravesites, I felt the profound sorrows of unspoken memories of those who have perished under the hands of one of the world's vilest regimes ever known in the history of our time. ... As my view of the Holocaust became much clearer, I took a moment to thank God for those who defend my freedom and I reminded myself not to take it for granted. ... I personally believe it is extremely important to remember the Holocaust, because unless the memory of the Nazi atrocities remains fresh, the world becomes apathetic to genocide. ...

As Americans we are plagued by terrorism, racism and persecution of groups, which has become all too easily disregarded norm, holds much greater significance than we may realize. We must step out of our safe cocoons and do our best to understand what people from other faiths and backgrounds really have to face in their lives. "Legacies" of those who perished, we must never forget, and if we defend America, never to fall in the hands of the vilest criminals, then, the "Justice" will be preserved.

Hurricane Katrina meets DIA – One Man's Experience

By PO2 Byron E. Dumas, DI

Aug. 29, 2005, was my date with destiny. Hurricane Katrina swept over my home in New Orleans and set me on a seven-month journey that would bring me to the Defense Intelligence Agency's Missile and Space Intelligence Center in Huntsville, Ala.

As the storm came closer, my father, Ellis Dumas, and I weighed the option of whether or not to pack up the dog and evacuate. Of course we, like everyone else in the city of New Orleans, had been here before. Late in the afternoon on Sunday, Aug. 28, I asked my father for the last time if he wanted to evacuate. He said no, and I agreed.

The water inside the house had to be at least six or eight feet. The only reason my father and I were not consumed like a water-logged appliance was that I lived in a two-story house. We took refuge in the upstairs for about two hours and decided to venture back down to attempt to locate some food. The rest of the night was warm and muggy with no information to be found as to whether our neighbors were OK.

We awoke on Aug. 29 to a hot and sticky house and looked out the window at a flooded landscape that used to be streets and sidewalks. My father asked me if I wanted to try to leave now or wait for someone to evacuate us, I said let's try. My father was anxious, so by the time I gathered some of my things to take with me, he had left. I followed him, but the water on the sidewalk was more than six feet and my father was barely able to

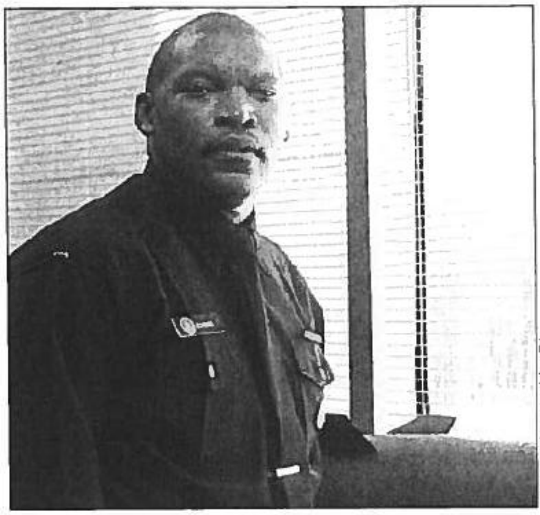


Photo submitted by DI

keep his head above water. He informed me that the water was higher than he thought and that it was surely higher than me. He told me to go back and wait. I watched him slowly move away and get smaller until I couldn't see him anymore. Being in that house with my dog was a lonely feeling; I didn't know how long I was going to be there or if anyone would come to rescue me.

On Thursday, Sept. 1, a boat with a few passengers glided in front of my house. I yelled to the boat that I needed help and they stopped. I grabbed my cell phone and my dog and hopped aboard. I had never met the people, but I will always be thankful for their selfless assistance. After making my way to the airport, I text messaged my sister, Nicole, to let her know I was OK. My message went through at midnight and finally someone knew I was alive. My sister put my name on the national search to find missing people affected by the hurricane, as she thought this might assist me in figuring out a way to get to her. She informed me that members of my Navy unit, DIA1482 RI3, out of Bell Chase, La., were very concerned because they had not heard from me. I asked her to let them know that I was OK.

Soon after, I learned that my father did make it out safely, but he had a heart attack that Wednesday. My sister called my cousin, who knew an FBI agent that was already driving into New Orleans to check on his grandmother. He agreed to pick me up and drive me to Geismar La., to be with my family. As we pulled into the driveway I saw my father – we were now safe, but what next?

A member of my Navy unit suggested going on active duty at DIA. I was put in touch with Dara Krecklow, who informed me that DIA had a Missile and Space Intelligence Center (MSIC) on Redstone Arsenal in Huntsville and that I could serve my 180 days there. I will forever be grateful for the opportunity that I was given to be a part of the MSIC team. Although my experience with Hurricane Katrina is one that I would not wish on anyone, my months at MSIC are something that I would hope every reservist would be given the opportunity to do. I now leave MSIC and Hurricane Katrina far behind me as I am off to Afghanistan for a one-year tour. You just never know what life has around the corner.

Top - Hurricane Katrina survivor, PO2 Byron Dumas.

Below - U.S. Air Force pararescuemen from the 38th Rescue Squadron from Moody Air Force Base, Ga., attempt to rescue residents from New Orleans, La., in the aftermath of Hurricane Katrina.

Photo by TSgt Mike Buytas, U.S. Air Force

The Communiqué staff interviewed a few of the agency's departing "legacies" and asked them to share their career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Mazur, associate editor of the Communiqué, at (703) 697-0297.

PROFILES

We'll Miss You

Photo by Donna C. Miller, DI

Doris TONEY

How long have you been with DIA, and where have you worked within the agency?

My first assignment with the intelligence community was that of an editor trainee upon my arrival in February 1981. I have been with DIA since the Missile and Space Intelligence Center first joined the agency in January 1992 and have held several positions within the agency throughout my career. I worked as a technical publication editor, visual information specialist, technical writer and editor – and the buck stops here.

What are your fondest memories with the agency?

My fondest memory of the agency was before the break up of the Product Media and Enhancement Division. Those were the good old days, when most of the bottlenecks were on the verge of being ironed out and we could interface with one another directly to solve problems and eventually get things done.

What lessons did you learn throughout your career that you would pass on to others?

Throughout my career I learned to work hard. I learned all I could about the subject matter, asked the right questions, received all the training possible, stayed out of trouble and looked forward to succeeding.

What would you consider to be your greatest contribution to DIA?

My greatest contribution to DIA was my 25 years of dedicated service to the agency, first as an editor trainee and finally as a technical publication writer and editor.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The biggest impacts on DIA during my career were Sept. 11 and Operation Iraqi Freedom. These events not only impacted DIA and everyone involved, but they also impacted the way intelligence is looked at and shared with the rest of the world.

Do you have any final words of wisdom you would like to share before you part from DIA?

My final words as I depart the agency are as follows, stay focused, get involved, share information, diversify and make the best of the great opportunities that lay ahead of you.

Lawrence “Larry” BOECHLER

As I leave DIA, I have been asked for input to a “Professional Profile.”

First question, how long have I been in DIA and where have I worked? I have been here since March 1974, and have worked for several organizations in several buildings. Keep in mind I didn't always change desks to change organizations, which has been interesting in itself. But, that said, I first worked in DB-1, which is now known as the Directorate for Analysis (DI), as a Soviet Warsaw Pact Command, Control and Communications analyst at Arlington Hall Station, Arlington, Va. I worked there for four years and progressed from GS-9 to GS-12. I left for the Pentagon in 1978 for a promotion to work in the Directorate for Intelligence (J2). I worked in the same room for 10 years, most of which was spent as a supervisor and senior analyst. Although the environment was stimulating, the intelligence situations I was involved in were, at times, over stimulating.

In 1988, I was selected for a position and promotion in the former Command Support directorate, working in the Southeast Federal Center, Washington, D.C. My outlook was different then. I enjoyed working continuity of government programs there until a reorganization and move back to the Pentagon, where I landed gracefully in a newly formed organization called J2's Deputy Directorate for crisis operations (J2O) in 1991. I have been in J2O since then and plan to retire April 30 as vice deputy director for Crisis Operations. You should hear the feedback when I hand folks my business card; “Have you been busy there?”

Second question, I was asked to reflect on my fondest memories with DIA. That takes a lot of thought. Each job, each building, each year had offered opportunity for fond memories. Actually two come to mind. During the 1981 Polish Crisis, I was asked by the director of J2 what I thought the Soviets would do – invade or not? I said I didn't know, but I quickly followed up with I didn't think the Soviets knew what they were going to do. Fond memory No. 1: I stayed employed.

My second fondest memory is deploying National Intelligence Support Teams to Haiti in 1994. I had folks lined up outside of my office volunteering to deploy. I met DIA folks that to this day call me and ask when I am leaving so they can try for my job. I may have had the best job in DIA.

Photo by Margan A. Carlstrom, CP

Third question, what lessons have I learned that I would pass on to others? When in doubt, give the employee the benefit of the doubt. Give folks their head, like a logging mule – they will find a way through the woods. Most folks on any given day can outthink the next person, so listen to feedback and input. I see and have seen too much “over speak” in meetings and the foisting off of actions and responsibility.

Fourth question, what do I consider my greatest contribution to DIA? Leaving behind a finely tuned operations team which will run better without me.

Fifth question, what do I think has been the biggest change or had the biggest impact on DIA during my career? To this, I would say losing the senior civilians prematurely. Some call it generation gap, I believe there is a mentoring shortfall, which I think affects the end result. Taking analysis to the next level of prediction needs work. As I said years past to my analysts, “Don't cry wolf every time you see a furry creature trotting through the tree line in the twilight, because it could be your dog.”

Last question, do I have any final words of wisdom? Be confident, speak up and contribute. You work for the USA, it needs you now.

Behind the Scenes:
DoDIIS Transformation

The Directorate for Information Management and Chief Information Officer (DS) strives daily to meet your needs as a customer. Currently, the Department of Defense Intelligence Information System (DoDIIS) community is undergoing one of the most significant changes in its history of serving the information technology (IT) needs of the Department of Defense (DOD) and intelligence community (IC). Although the DoDIIS transformation will be nearly seamless to the customer, it is DS' priority to keep all users informed throughout the process. We will be providing you, our customers, with periodic updates regarding new developments within the DoDIIS community via the DoDIIS Corner, featured only in the InterComm newsletter.

What is the DoDIIS transformation?

The transformation of the DoDIIS system will take the enterprise from a disparate, loosely bound organization to a centrally managed, regionally executed organization responsible for the delivery of IT infrastructure and core enterprise services, providing access to data and applications through the five regional service centers (RSCs). In other words, instead of a segmented and dispersed organization, the DoDIIS community will operate under one umbrella with one set of standardized policies and procedures and seamless interfaces. Through the centralized organization of the enterprise, RSCs will gain access to a robust knowledge base and additional resources that will increase their ability to serve the IC.

Priority #1: The Customer

DS believes the transformation is a necessary step and a key component in improving global-customer service and achieving the DoDIIS Community's Vision, "To become a world-class IT organization."

As we transition into the new DoDIIS environment, we expect to see significant improvements in our performance throughout the enterprise that will assist us in better serving our customers.

As our customer, please feel free to provide suggestions and ask questions you believe will help us in our delivery of IT services to you. Please direct all your suggestions or questions to your relationship manager found at *http://delphi.dia.ic.gov/admin/ds/RP/crm.htm*

We are looking forward to this transformation that will continuously advance DoDIIS IT infrastructure and enable DS to improve customer service in years to come.

Thank you for your time.

Regards,

Michael P. Pflueger
Deputy Director for Information Management
and Chief Information Officer

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in April and May 2006

By the Office of Human Resources, HC

Civilian Retirements

William E. Ackerman, DH
Maria S. Bandong, DS
Lawrence A. Boechler, J2
Justine D. Bogan, DS
Joan M. Boggs, FE
Randall D. Bograd, DI
Bernice C. Butler, DS
Francis T. Carrigan, DT
Oliver R. Carroll, DH
Barbara A. Carter, MC
Thomas W. Clements, DI
Doris B. Craddick, DI
Robert E. Cutler Jr., DH
Joyce A. Diamond, FE
Donald E. Dixon, IG
Albert E. Downs, DT
Howard J. Dunn, DS
Roseann Eichelberger, DI
Leon J. Entas, DS
Robert M. Estrada, DA
Earline Fluddminor, DI
Linda C. Freeman, IG
Rodger O. Garis, DI
Allen K. Gillette, DA
Paul E. Goschy, DI
Jennifer E. Greenwald, DI
Sharon L. Hayes, FE
Laura J. Hesaltine, DS
Joseph B. Hise, DI
William L. Jackson, DT
Nancy E. Jemiola, MC
Cynthia L. Jessop, FE
Joanne E. Johnson, DH
Virginia C. Johnson, J2
Cheryl A. Jones, DH
Hugo A. Keesing, HC
Patricia A. Kennedy, DH
John K. Kiehm, OP
Gary C. Koblitz, DI
Frances C. Lamonte, DI
Helen E. Lederer, DI
Martin J. Lickteig, DA
Margaret H. Livingstone, DH
Ronald L. Loy, DA
Louise B. Ludwig, DA
Emil J. Markulis, DS
Margo M. Matarese, HC
John F. McCreary, J2
Ellen I. Medlock, HC
Carl F. Meyer Jr., GC
Paula Mitchell, DH
Linda D. Morrow, HC
Thomas J. Moslener, J2
John D. Neale, J2
Mary L. Pickett, DI
John A. Piedel Jr., FE
Bruce R. Quigley, FE
Lasaundra A. Robinson, DI
Charlene M. Rogers, DA
Harry L. Rogers, DI
J. P. Schumann, DI
Karren E. Scott, CE
Deborah A. Sell, MC
John G. Semia, FE
Andrew F. Sheldon, DS
Ida K. Sheley, DH
Keith S. Snell, DI
Kathy C. Snyder, DI
Mary L. Soper, DS
Cynthia E. Sousa, DS
Patricia L. St. Louis, HC
John E. Sweeney, DI
Sharon L. Titus, DH
Doris B. Toney, DI
Buster D. Walker, DI
Marta L. Wallace, DS
Joseph H. Wilbanks, DI
Donald O. Williams III, DI
Richard A. Willoughby, DA
Warren D. Wilvert, DI
John J. Wright, DI
Michael J. Zajdek, DS

Employees Celebrating 40 Years Federal Service

Salvatore M. Ferro, CP
Preston E. Jones, DA

Employees Celebrating 35 Years Federal Service

Paula G. Parsons, FE
Valerie J. Pietro, AE

Employees Celebrating 30 Years Federal Service

Lawrence R. Carnegie, DT
Kenneth D. Copeland, DI
Ronald E. Dearstine Jr., DS
Robert Dimoff, DI
Mary T. Goodwin, FE
John S. Gore, DI
Michael Mignone, DT
Ronald I. Miller, DI
Mary A. Pickenstein, DH
Barbara S. Sanderson, DT
Marcia L. Toepfer, DI
Sandra C. Walker, DS

Employees Celebrating 25 Years Federal Service

William A. Auger, DI
Edwin E. Baer, HM
Christine H. Barton, DS
James A. Campbell, DI
Melissa A. Drisko, DI
Carlene Evans, DA
Wyndolyn D. Fuqua, DI
Steven B. Gershman, AE
Keith B. Good, FE

Robert B. Goyer, DI
Constance A. Maternick, FE
Roger D. Miller Sr., DS
Donald F. Richardson, DA
William J. Schultz, DT
Mary J. Tully, AE

Employees Celebrating 20 Years Federal Service

William R. Adams, DI
Randall A. Blake, J2
Brendella D. Boyd, DI
Kenneth Chase Jr., DA
David P. Cooksey, DS
Dorothy E. Croom, DA
Andrew M. Fialdini, DH
John T. Forrest, DA
Lance E. Manning, J2
Ronald G. Martin, DA
Brenda K. Roberson, DI
Michael D. Sasek, CE
Mark A. Smith, FE
Timothy M. Stohler, HC
Gloria K. Womble, DH

Employees Celebrating 15 Years Federal Service

Larry C. Atha II, DI
Kevin V. Culhane, DH
Christopher L. Diez, CS
Laura L. Donnelly, CE
Joseph N. Flanz, DS
Joseph S. Gallagher, DS
Susan D. Jaxel, DS
Dara K. Krecklow, HC
Kevin J. Lander, DI
Charles R. Mills, DT
Suzanne M. Moret, HM
Patrick H. Morgan, DH
Timothy J. Murphy, DT
Francis J. Scerbo, DS
Michael J. St. Onge, FE
Kim R. Welch, DS

Employees Celebrating 10 Years Federal Service

Richard A. Anderson, DI
William M. Barber, DI
Erica Q. Barry, DS
Christopher H. Bass, DI
Lawrence T. Cline, DH
Siobhan L. Crawford, FE
Jason T. Crowley, HM
Lawrence W. Danforth, CE
Joe T. Daniels, DA
Thomas W. Ferguson Jr., DA
Donald E. Font, DH
Franklin R. Kinard, DA
David K. Lawson, DA
Wanda Y. Miles, HC
Nnamdi J. Small, MC
Eric H. Stupar, MC
Christiane Thompson, DH
Steven T. Weatherly, DI
David J. Weinstein, J2

DIA Promotion to DISES

Marc A. Mullin, DH

DIA Promotions to DISL

Ellen M. Ardrey, FE
Frederick P. Hammersen, HC
Joy M. Miller, DI

DIA Promotions to GG-15

Alan L. Alvey, DI
Thomas N. Baker Jr., DS
Jason S. Banaszak, DI
Deborah S. Breckner, FE
Ronald P. Christman Jr., DI
Lawrence T. Cline, DH
Shawnese A. Collins, HC
Cindy L. Courville, CS
Siobhan L. Crawford, FE
Sheireen Dunlap, DI
William A. Dvorak, DH
Michael M. Green, DI
Thomas J. Haines, HC
Macdonald C. Heston Jr., DI
Denis C. Kaufman, DI
Beate M. Moss, DA
John J. Pistorino, OP
Linda K. Rosko, DI
William S. Stewart, DI
Daniel K. Taylor, DI
Joel T. Weber, DI
Horton C. Westergard, FE
Richard A. Williams, J2
Nathan E. Wilson Jr., DH

DIA Promotions to GG-14

Steven C. Angel, DI
Jeffrey T. Beardsley II, DI
Dana M. Black, CP
Angela L. Bowe, DI
Richard C. Brubaker, DI
Claudia E. Caslow, DI
Stephen K. Chock, J2
Robert A. Cradduck Jr., DI
John F. Deasy, DA
Lillie M. Edwards, DS
Sara B. Elson, DI
Leonard L. Fick, DT
Ladosha C. Gilliard, DI
Linda S. Hatch, DA
Roland M. Jackson, IG
Samuel K. Jarman, IG
Joshua Johnson, DA
Maria L. Kersey, HC
Theodore D. Kunszt, J2
Stephen F. Lukacs, DI
John P. Mata, DA
Milton B. McCroan, DI
Angela M. Miller, HC
Karla L. Minai, DI
Paul L. Morse, DA
Victor S. Nolasco, DI
Furman L. Oxendine, FE
Todd P. Robins, DH
Walter Rochmis, DI
Aaron B. Rogers, HC
Camille Sedar, DI
Alison L. Shearer, DI
Mark E. Stille, DI
Todd A. Tepper, DI
Michael D. Williams, DI
Robert C. Witten, DS
James C. Wright, J2

DIA Promotions to GG-13

Nathan K. Adderson, DI
McArthur Billing Jr., DI
James N. Bradner, DS
Scott M. Brittain, DI
Fara P. Burrus, DI
Carrie E. Callaghan, DS
Amanda N. Clark, DI
Amanda L. Corsetti, DI
Alexandra E. Crawford-Batt, DI
Scott J. Crivelli, HM
Virginia H. Cwalina, FE
Kristen D. Doane, DS
Amanda M. Eiswerth, DI
Linda I. Etim, DS
Jesse R. Fairall, DI
Susan A. Fialkowski, DI
Michelle S. Fitzgerald, DT
Jessica A. Gagliardi, DI
Karin B. Gleisner, DI
Dionne M. Graham, DA
Danny L. Green, DI
Carol W. Griffin, DI
Pedro J. Guzman, DI
Kenneth A. Haglan, DI
Michael Harper, DA

Matthew D. Hasty, J2
Jenny E. Hill, DI
Susan R. Holley, DI
Marjorie J. Hunt, DI
Terry L. Jackson, DI
Lynn Jang, DI
Eileen B. Jones, DI
Stephanie A. Judge, DI
Joshua A. Kamerman, DI
Matthew R. Klinger, DI
Marina D. Kruppa, DI
Kevin R. Kyle, DI
Brian S. L'Italien Jr., DI
Lawrence J. Lee, DI
Theresa S. Lowery, DA
Scott N. Lunin, DS
Donald S. Lupton Jr., HC
Michael J. Lynch, DI
Nicole C. Masi, DI
Christina M. McDonnell, DI
Edward T. McGowan, DT
Luisa N. Nettinga, DH
Colin O'Sullivan, DH
Canace N. Ortuglio, DS
Aaron T. Payne, DI
Eileen P. Petrovic, DI
Michael P. Richter, DI
William J. Robinson, DI
Jessaka M. Scott, DI
Maureen B. Shannon, DS
Bonita O. Singletary, DI
Jemelyn G. Tayco, J2
Darcy L. Taylor, DI
John D. Turner, DI
Valerie M. Vick, DI
Tracy A. Wible, DA
Jennifer S. Yeager, J2
Patrick J. Yeager, DI

DIA Promotions to GG-12

Michelle N. Batten, J2
Dorothy H. Blackwell, MC
Gloria S. Brown, DA
Laurent M. Butzbach, DS
BeLinda S. Campbell, DH
Bridget T. Carter, DA
Gretchen Christianson, DA
Lakisha J. Collier, HC
Glenn A. Conklin, DA
Noelle J. Davis, DS
Brenda C. Day, DT
Christopher A. Ellis, J2
Mohammed A. Fatah, DI
Ian C. Fette, DS
Susan A. Fulton, DH
Marcia L. Georgi, DT
Marisa S. Gonzalez, DI
Mary B. Gross, DA
Ahmad Ishaq, DS
Patricia A. Jenkins, DI
Amanda J. Kruvand, DI
Vanessa L. Lane, DA
Kathryn M. Lee, DI
Kara L. Lloyd, DA
Amanda E. Love, DI
Andrew H. Magoun, DI
Devon M. Malene, DI
Ronald G. Martin, DA
Katherine Martinez-Vargas, DI
Michael C. Marynowski, DA
Leslie A. Mastropietro, J2
Desiree D. Million, DS
Tara M. Moscatello, DI
Timothy P. Nelson, DA
Candace N. Ortuglio, DI
Matthew G. Osborne, DA
Lara K. Panis, DA
Matthew Pascarella, DT
Austin L. Pearl, DI
Andrea A. Peters, DA
Wendy L. Pickle, DS
Jaime F. Pizarro, DH
Michelle L. Record, DA
Audrey J. Reynolds, DI
William J. Robinson, DI
Christopher P. Rowland, DI
Steven J. Saltsman, FE
Zenia M. Smith, FE
Kara L. Spriggle, DA
Jessica M. Steinruck, MC
Ryan J. Tan, J2
Kizzy A. Thomas, CS
Jason D. Thompson, J2
Ayse Uygur, DS
Robert M. Volkert, DI
Laura S. Wittig, DA
Amy K. Wolf, DA

DIA Promotions to GG-11

Ijeamaka J. Alfred, DI
Michele A. Bowie, DS
Raymond J. Caron, DI
Paula J. Castro, DA
Janet L. Cavanaugh, J2
Tammy Y. Cawley, DI
Mildred H. Ellis, HC
Lorrie A. Evans, DI
Susan A. Fialkowski, DI
Ginger M. Florea, DI
James M. Gerbert, DI
Kenneth A. Haglan, DI
Zachary M. Haldeman, DI
Deborah E. Harding, DS
Ashmah H. Hosford, DI
Ellen E. Jackson, HC
Matthew W. Jackson, J2
Bret Kapinus, DT
Kathryn Kolowich, MC
Matthew A. Kucenski, DS
Michele H. Lee, DI
Teresa A. Love, DI
Genelle S. Mattox, FE
Dominic P. McIntyre, DA
Jennifer E. McMahon, J2
Gayle D. Murchison, DH
Connor N. Norris, DI
Pretita Y. Perkins, FE
Jaime E. Ramos, DA
Eric H. Stupar, MC
Jennifer M. Vogel, DI
Valerie L. Watkins, DI
Stacy A. West, DI
Christen Wormer, DI
David C. Yantz, DS

DIA Promotions to GG-10

Naz Ahmed, DI
Karen E. Albert, DT
Charles L. Baldwin, CS
Carolyn M. Balentine, DI
Donald Barton Jr., DI
Annette E. Burnside, DT
Amy M. Campbell, DI
Kristen K. Dedinsky, FE
Amanda B. Dionne, HC
Tammy K. Evans, HC
Elizabeth Fulkerson, FE
Adam J. Godet, DI
Adetokunbo K. Haastrup, DS
James E. Hall Jr., DA
Nekesha L. Hamilton, DI
Elizabeth A. Kiefer, DI
Tammy G. Kuhn, DI
Lisa A. Lande, DI
Matthew G. Legas, DI
Elizabeth R. Legier, DH
Carolyn L. Marshall, DI
David D. Miller, DI
Charlesanna Osborne, FE
Stephen C. Sboray IV, DI
Patricia R. Shepherd, DI
Edgar P. Tam, DA
Octavius L. Tookes Jr., DA
Erin L. Valocsik, DI
Michelle Walker, HC

Benita R. Williams, IG
Rachel K. Ziegler, DS

DIA Promotions to GG-09

Kimberly J. Cooper, IE
Peter DeNesnera, DI
Tara E. Edlund, DI
Lindy L. Gunderson, DI
Jennifer D. Jordan, OP
Jessica L. Morgia, HC
Matthew J. Phillips, FE
Ann E. Talmadge, DI

DIA Promotions to GG-08

Stacey A. Boyce, DA
William W. Chambers, DS
Michelle A. Hill, DS
Tiffany N. McCoy, DI
Marcy E. McDonald, DI
Keith C. Smith, DI

DIA Promotions to GG-07

Daniel W. Johnson, DA
David K. Lawson, DA
Robert W. Lose, DA

Army Promotions

LTC Kyle P. Nordmeyer, DI
LTC Matthew B. Schwab, DH
MAJ Philip Kwong, DS
MAJ Ralph E. Miller, DT
MAJ Tomas E. Oliva, DI
MAJ Steven J. Swingle, DH
CW3 Clay N. Deckert, CE
CW3 Fady Timani, DH
SFC Michael E. Oliver, DI
SFC John Paik, DH
SFC John D. Phillips, DI
SFC Christopher Ross, DH
SSG Joselino L. Morales, DS

Air Force Promotions

CMSgt Ronald D. Brickerd, DH
SMSgt Todd M. Caldwell, DH
SMSgt Tamas Szaloczi, DH
MSgt Irene Fuqua, DH
MSgt Thomas E. Sawyer, DS
SSgt Atonya T. Ortiz-Brown, DH

Navy Promotions

CAPT Michael E. Devine, DH
SCPO Richard P. Heintz, DI

Air Force Non-Commissioned Officer Course Graduate

TSgt Latoya Wilson, DS

Graduation from the Joint Military Attaché School (Navy)

CAPT Theodore P. Algire, DH
LCDR Leah Amerling, DH
LCDR Cecil C. Bridges, DH
LT William J. Charamut II, DH
CAPT Roger W. Coldiron, DH
CDR Robert L. Forwood, DH
PO1 Scott D. Gaines, DH
CAPT Steven D. Gnassi, DH
LT Willard T. Green, DH
CDR Demetries A. Grimes, DH
LCDR Michael J. Hannan, DH
CPO Ferdinan C. Herrera, DH
CDR Joseph F. Hester III, DH
LCDR Gregory A. Hussman, DH
PO1 Christopher R. Jones, DH
CDR Coby D. Loessberg, DH
CAPT Steven Luce, DH
LT Jesus A. Rodriguez, DH
PO1 Samuel R. Vickers, DH
LCDR David A. Walch, DH
LCDR Michael S. Zidik, DH

2006 Summer Interns

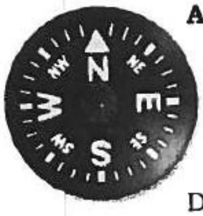
Gian A. Alvarez, J2
Bradley M. Arterburn, CP
Thomas G. Ayers, DA
Heather H. Barahmand, DH
Paul G. Baumstarck, DT
Marisela Bobadilla, DA
Andrew L. Brooks, DH
Nicholas B. Carr, FE
James M. Crotty, DH
Michael P. Dela Fuente, DH
Joel O. Dever, DI
William R. Di Iorio, GC
Abby K. Gambrel, DI
Florence E. Gill, DA
Jeffrey W. Greene, DA
Richard P. Harman, DT
Kimberly D. Harper, DI
Brianne K. Harrison, DS
Jamison C. Heinkel, DA
Cassidy J. Hinze, IG
Van V. Hoang, DI
Lisa Ann M. Intelicato, CP
Brian C. Karrer, DI
Jennifer L. Lee, DI
Robert D. Levy, DA
Scott M. Liftman, DA
Daniel J. Malik, IG
Elias J. Mallis, HC
Elizabeth M. Mannan, FE
Justin R. Meservie, FE
Maria Molina, FE
Jessica M. Nelson, DS
Zachary A. Panitzke, DS
Evan J. Portelos, DI
Susan E. Randolph, MC
Glenn M. Richter, DI
Zachary P. Scott, DT
Brittany M. Sterrett, DA
Rahdika Sud, DA
Dane E. Swango, DA
Michael A. Vellucci, DS
Brittney Y. Vinson, DS
Zachary D. Zeigler, DI

on the HORIZON

events for AUGUST & SEPTEMBER 2006

August

Aug. 6 – Sept. 6 Open season for UBLIC Term Life Insurance



Aug. 15 Compass Rose Information Day, 10 a.m. to 1 p.m., DIAC lobby

Aug. 15 Assumption Day

Aug. 15 BJ's Membership Drive, 11 a.m. to 2 p.m., DIAC lobby

Aug. 17 Crossing Boundaries forum with LTG Maples, noon to 1 p.m., Tighe Auditorium

Aug. 21 – 24 DNI's Information Sharing Conference & Technology Exposition, Denver

Aug. 24 Say cheese! Communiqué "Day-in-the-Life" publication photo day

Aug. 24 Team Redstone Women's Equality Day Luncheon and Awards Ceremony, 11 a.m. to 12:30 p.m., Redstone Arsenal Officers' and Civilians' Club

Aug. 24 DIAC Ice Cream Social

Aug. 26 Women's Equality Day

September

Sept. 4 Labor Day

Sept. 10 Grandparents Day

Sept. 11 Patriot Day

Sept. 11 DIA Sept. 11 Remembrance Service, Tighe Auditorium, time TBD

Sept. 15 Crossing Boundaries forum with LTG Maples, noon to 1 p.m., Tighe Auditorium

lest we forget . . .

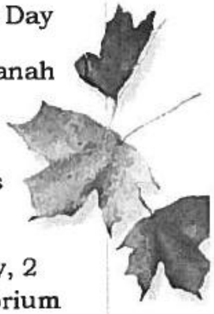
Sept. 15 National POW/MIA Recognition Day

Sept. 15 – Oct. 15 National Hispanic Heritage Month

Sept. 15 Galileo Awards submission deadline

Sept. 17 Citizenship Day/ Constitution Day

Sept. 17 – 23 Constitution Week



Sept. 22 Native American Day

Sept. 22 – 24 Rosh Hashanah

Sept. 23 First day of fall

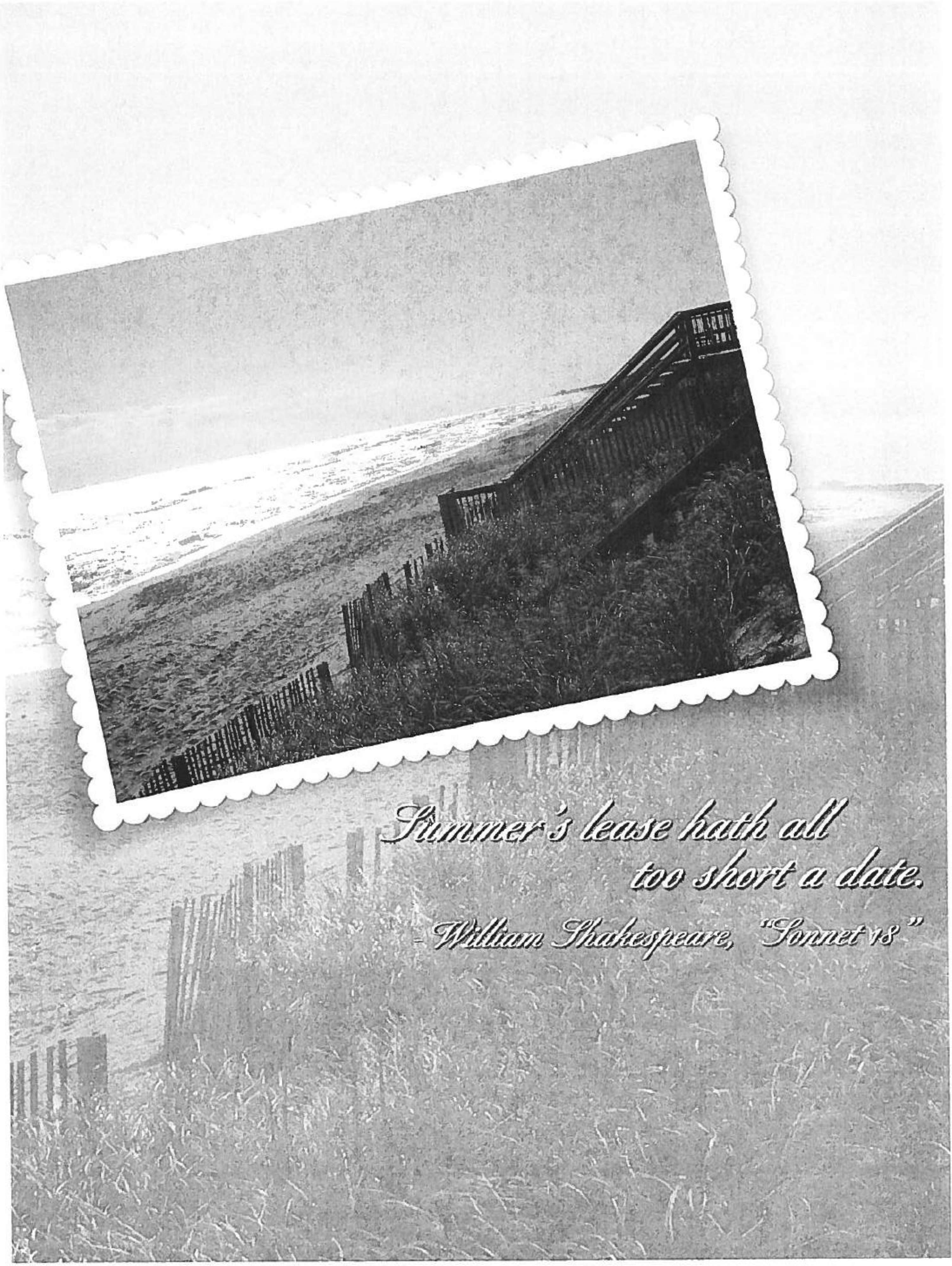
Sept. 24 Ramadan begins

Sept. 28 DIA Quarterly Military Awards Ceremony, 2 to 2:30 p.m., Tighe Auditorium

For further information or updates concerning these events, please refer to the Internal Communications Web site

2006 Summer Interns

Photo by Mika S. Cross, HC



Summer's lease hath all
too short a date.

- William Shakespeare, "Sonnet 18"